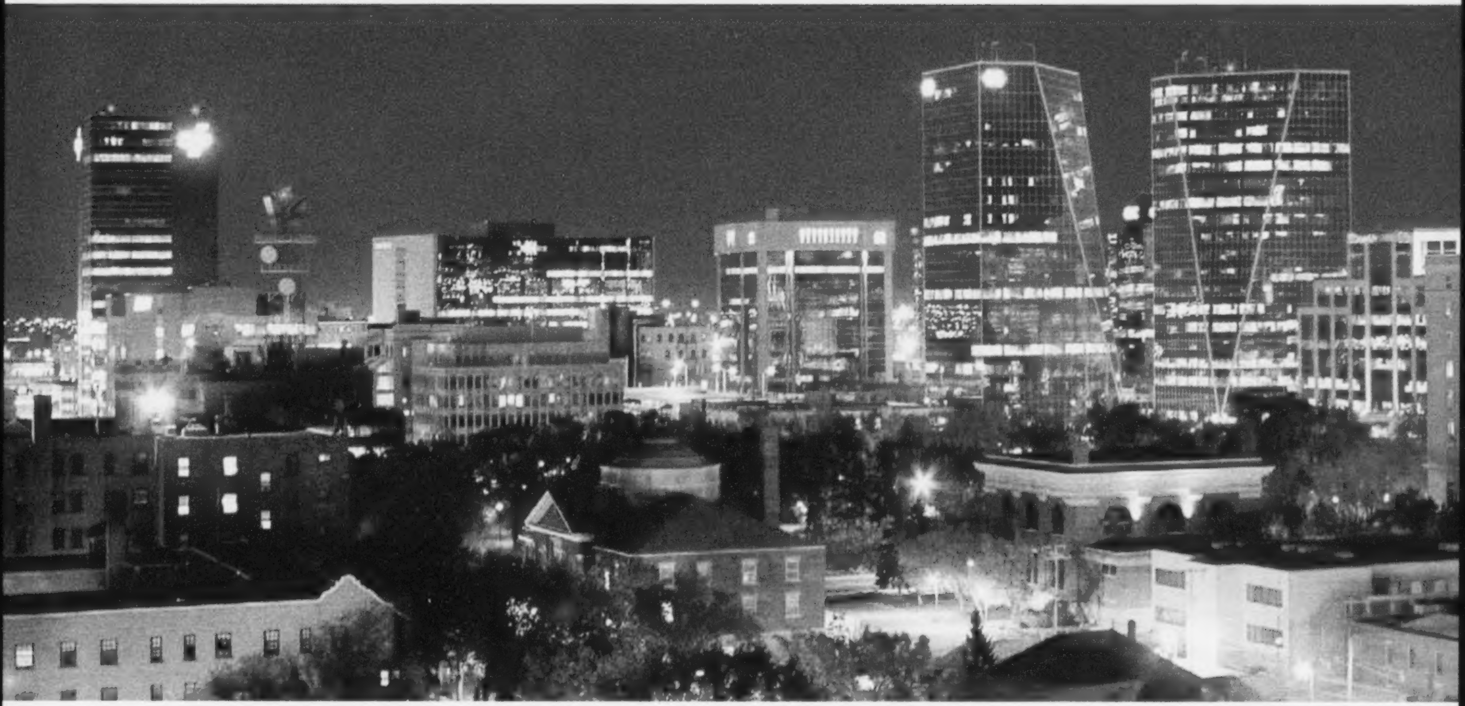
2010 - 2014

CITY OF REGINA

GENERAL CAPITAL PROGRAM

AS APPROVED BY CITY COUNCIL



City of Regina | REGINA

Infinite Horizons

Table of Contents

Letter of Transmittal

Introduction

Strategic Priorities 1
The Need for Infrastructure Investment 4
Measuring Regina's Infrastructure Gap 5
Strategies to Reduce the Gap 7

General Capital Investment Program Expenditures

Capital Expenditure Summary 15
Public Works Division 16
Community & Protective Services Division 30
Planning & Development Division 51
Corporate Services Division 62
Regina Police Services 73

General Capital Investment Program Funding

Capital Funding Summary 75
General Capital Funding 77
Internal Reserves 78
External Capital Funding 87

City of Regina | REGINA
Infinite Horizons

Office of the City Manager
March 22, 2010

To: His Worship the Mayor,
and Members of City Council

Re: 2010 – 2014 General Capital Investment Program

Each year City Council is required to adopt an operating and capital budget. There are three components to the budgets, the General Operating Budget, the Water and Sewer Utility Operating and Capital Budget and the General Capital Investment Program. **This document is the 2010 – 2014 General Capital Investment Program.**

The 2010 General Capital Budget is $70.5 million, in comparison to $68.0 million in the 2009 General Capital Budget. The increase reflects additional funding provided by the City as well as the Federal and Provincial Governments additional capital requirements, and also reflects the pressures of higher construction prices.

The General Capital Investment Program represents a balance between the fiscal constraints facing the City and the capital requirements. It has been built around City Council's Vision.

Imagine Regina 2020
Canada's most…
Vibrant,
Inclusive,
Attractive,
Sustainable community
Where people live in Harmony
And Thrive in opportunity.

This vision provided the starting point for the development of the Corporate Strategic Plan – *Accelerating Excellence*, with four Strategic Priorities to guide our budget process.

The Strategic Priorities established in *Accelerating Excellence* include:

- Managing Growth and Community Development
- Strengthening City Infrastructure and Managing Assets
- Achieving Operational Excellence, and
- Ensuring Organizational Capacity and Effectiveness

The key components of the 2010 – 2014 General Capital Investment Program reflect these priorities and include:

Funding for Street Infrastructure Renewal is $15.0 million in 2009, the same level of funding as 2009.

- Purchase and modification to the City's Transit and Paratransit buses of $2.8 million.
- Funding for Roadway Network Improvements total $6.8 million for 2010, including intersection construction at Lewvan Drive and Parliament Avenue; McCarthy Boulevard to Pinky Road, Courtney Street and a temporary Transit Hub on 12th Avenue.
- Funding for the rehabilitation of bridges totals about $4.5 million.
- Funding of $14.8 million in 2010 and a total of $41.2 million over five years for the landfill. The funding includes the cost of capping and closing the existing landfill; landfill gas collection Phase II; and design and construction of a new landfill site.
- Funding of about $6.5 million in 2010 and $70.0 million over five years for facilities management. For 2010, $3.5 million will be spent to complete major projects such as roof replacement at the Lawson, replacement of Fire Station #4, along with Core Ritchie upgrades and the continued renovation of City Hall.
- Funding of about $4.7 million for the vehicle and equipment fleet in 2010 and $24.6 million over five years. This investment level is consistent with the 2009 – 2013 budget.
- $1.9 million in 2010 for Phase I of the City Square Project. This phase includes the alterations to 12th Avenue and Victoria Park resulting in more public space downtown.
- Investment of $1.4 million in 2010 for affordable housing.
- Investment of $500,000 in the Official Community Plan.
- Investment of $3.3 million in 2010 for significant upgrades to Leibel Field in Douglas Park.
- $1.61 million for Regina Police Service to upgrade Information Technology systems, fleet services and to repair and remediate facilities.

Regina, like other cities, is facing a problem of ageing infrastructure coupled with requirements resulting from growth and increased standards. During 2008, the City projected its infrastructure requirements, including rehabilitation of existing infrastructure and the demand for new infrastructure resulting from growth, at about $2.1 billion, of which $1.289 billion is unfunded through any existing sources.

While there is virtually universal recognition of the need to increase capital spending, the challenge continues to be finding sources of funding that are predictable and sustainable.

The 2010 – 2014 General Capital Investment Program reflects an estimate of about $10.7 million in annual infrastructure grants from the Federal Gas Tax Grant. This Federal program is in place until 2014/15, the type of time frame which is essential for effective infrastructure planning. It is important that this continue in the future, with projections updated on a regular basis.

The Provincial/Territorial Fund will provide $2.7 million in funding for 2010 while $1.3 million in funding is sourced from the Federal Infrastructure Stimulus Plan.

The capital funding plan includes civic current contributions of $12.6 million for 2010, which is consistent with 2009 funding. The current contributions to capital for Police of $1.1 million is stable but there is approximately $13 million required to rehabilitate the Municipal Justice Building in 2011 and 2012. City Council and the Board of Police Commissioners will have to develop a plan to meet that requirement over the next few years.

Debt of $5.0 million will be issued to support the 2010 Capital Program. General capital debt outstanding in 2010 will be $34.4 million compared to $32.5 million in 2009.

Funding from reserves will total $27.0 million of which $15.7 million is sourced from the Landfill Reserve to fund the landfill closure and development of the new site. The landfill reserve has been built up in previous years in anticipation for this substantial project.

The 2010 – 2014 General Capital Investment Program demonstrates progress in addressing the priority needs of the community. It has been developed with a focus on City Council's Vision and the four strategic priorities. It provides a balanced approach, including the use of relatively modest debt levels to permit the City to move forward with priority projects with long term benefits for the community and strengthening of reserves to meet long term capital requirements.

Respectfully submitted,

GDavies

Glen B. Davies
City Manager

Introduction

Introduction

2010 General Capital Investment Program

The 2010 General Capital Investment Program supports City Council's Vision for Regina:

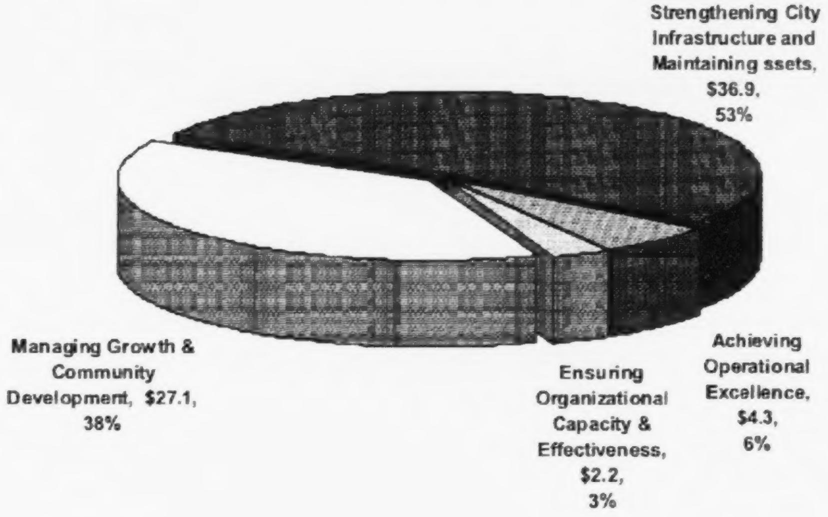
Imagine Regina 2020
Canada's most…
Vibrant,
Inclusive,
Attractive,
Sustainable community
Where people live in Harmony
and Thrive in opportunity.

Regina's need for investment in infrastructure is great, and funding is limited. It is essential that capital investments be directed in a strategic manner to deliver the best return for the community. The 2010 General Capital Investment Program was developed based on the four strategic priorities identified in the Corporate Strategic Plan – *Accelerating Excellence*:

- Strengthening City Infrastructure and Managing Assets
- Managing Growth and Community Development
- Achieving Operational Excellence
- Ensuring Organizational Capacity and Effectiveness

Strategic Priorities

Capital Expenditures by Strategic Priority – 2010
(millions of dollars)



Strengthening City Infrastructure and Managing Assets

This Strategic Priority is related to strengthening our City infrastructure systems and managing other tangible and financial assets. It ensures that our City is strong and financially sustainable.

The 2010 General Capital Investment Program includes:

- $15.0 million for street infrastructure renewal.
- $2.8 million for the purchase of and modifications to the City's Transit and Paratransit buses.
- $4.5 million for bridge infrastructure renewal and engineering support.
- $4.7 million for renewal of the City's vehicle and equipment fleet.
- $1.4 million for renewal and renovations of City buildings, including the Parks & Facilities Trade Shop and roof replacement on the Field-house.
- $1.2 million for renewal and renovations of City Hall.
- $770,000 for enhanced traffic signals and expressway light rehabilitation.
- $348,000 for traffic management and parking
- $1.2 million for information systems upgrades.
- $1.2 million for general facility revitalization required for various City facilities.
- $1.2 million for the Regina Police Service Department facilities development, communications equipment and fleet.
- $250,000 for Mosaic Stadium repairs and maintenance.
- $840,000 for upgrade, repair, and maintenance to various city parks and outdoor play amenities.
- $300,000 for Parks and Open Space irrigation systems restoration and upgrade.
- $300,000 for athletic fields' restoration and upgrade of fitness equipment.
- $305,000 for restoration and improvements to the City's golf courses.
- $360,000 for upgrade of major components of the asphalt plant.
- $100,000 for repair and upgrade to the City's two cemeteries.
- $220,000 for solid waste management.

Managing Growth and Community Development

This Strategic Priority ensures we anticipate and prepare for our City's growth and are responsive to the needs of our community.

The 2010 General Capital Investment Program includes:

- $6.8 million for roadway network expansion and improvements, including intersection improvements at Lewvan and Parliament Avenue; Courtney Street (Dalgeish to Mapleford) east side and drainage, 9th Avenue North from McCarthy Boulevard design.
- $1.9 million for the Downtown Neighbourhood Plan City Square Project sourced from the City and the development of the community.
- $14.8 million for landfill capping, closure, and new landfill development.
- $145,000 for pedestrian protection and railroad crossings.
- $500,000 for the final year of the Urban Development Agreement, which has funded a variety of community projects.
- $1.1 million for industrial land development including North Argyle Park, Ross Industrial – Phase I and Riverside Land Development.
- $500,000 for the Official Community Plan.
- $1.4 million for capital funding for Affordable Housing.

Achieving Operational Excellence

This Strategic Priority focuses on providing excellent customer service to our community.

The 2010 General Capital Investment Program includes:

- $3.3 million for upgrades to Leibel Field at Douglas Park. This project is also funded through the community and the Federal Government.
- $850,000 for upgrades at the Core Ritchie Centre to accommodate the new Prince of Wales Library.
- $145,000 for automation initiatives within assessment.

Ensuring Organizational Capacity and Effectiveness

This Strategic Priority ensures we have the right people and processes in place, that we are as effective and efficient as possible, and that we are continuously improving.

The 2010 General Capital Investment Program includes projects that fit the first three strategic priorities while also providing for organizational capacity improvements. This includes:

- $1.5 million to replace Fire Station #4 and provide furnishings.
- $444,000 for Regina Police Service Department information technology update.
- $225,000 for information system updates such as HR software modules and the Permit Application database project.

The Need for Infrastructure Investment

The need for infrastructure investment in Regina, like most western Canadian cities, arises in primarily three ways: replacement of existing infrastructure, increasing standards, and new infrastructure to support growth.

> *"Canadian municipalities build, own and maintain most of the infrastructure that supports our economy and quality of life. Yet for the past 20 years, municipalities have been caught in a fiscal squeeze caused by growing responsibilities and reduced revenues. As a result, they were forced to defer needed investment, and municipal infrastructure continued to deteriorate, with the cost of fixing it climbing five-fold from an estimated $12 billion in 1985 to $60 billion in 2003. This cost is the municipal infrastructure deficit, and today it has reached $123 billion.*
>
> *The upward trend of the municipal infrastructure deficit over the past two decades points to a looming crisis for our cities and communities and ultimately for the country as a whole. The deficit continues to grow and compound as maintenance is delayed, assets reach the end of their service life, and repair and replacement costs skyrocket. When compared with earlier estimates, the $123-billion figure clearly shows the municipal infrastructure deficit is growing faster than previously thought."*
>
> – Danger Ahead: The Coming Collapse of Canada's Municipal Infrastructure – A Report for the Federation of Canadian Municipalities, Saeed Mirza, PhD., Ing., November, 2007.

The infrastructure gap is difficult to estimate, and because of that, some would suggest that it does not exist or is exaggerated. The numbers presented seem incredible and unmanageable to the average person. However, it is important to understand that the very size and variability in the numbers arise not because of some level of fabrication or inaccuracy but because of the increasingly complex environment for municipalities and because of the level of professionalism brought to infrastructure management.

Municipalities do not simply go out and rebuild the same piece of infrastructure at the end of its life cycle. Community needs and regulatory requirements are constantly evolving. Municipal infrastructure managers are responsible for incorporating improvements in safety, efficiency, environmental impact, aesthetic design, and productivity in their work on an ongoing basis.

At the same time, communities are growing. An engineer cannot just approach a roadway project for resurfacing only; any cost effective approach means that new capacity and safety considerations must also be included. It becomes very difficult to separate the cost of 'replacing existing infrastructure' from service level improvements and expansions.

Consequently, there is no generally accepted method for estimating exactly what the level of infrastructure funding should be. In carrying out the study for FCM, the following definition was used:

> "In formal terms, the municipal infrastructure deficit refers to the following:
>
> - the unfunded investments required to maintain and upgrade existing, municipally owned infrastructure assets; and
> - the funding needed over and above current and projected levels to bring existing facilities to a minimum acceptable level for operation over their service life, through maintenance, rehabilitation, repairs and replacement."

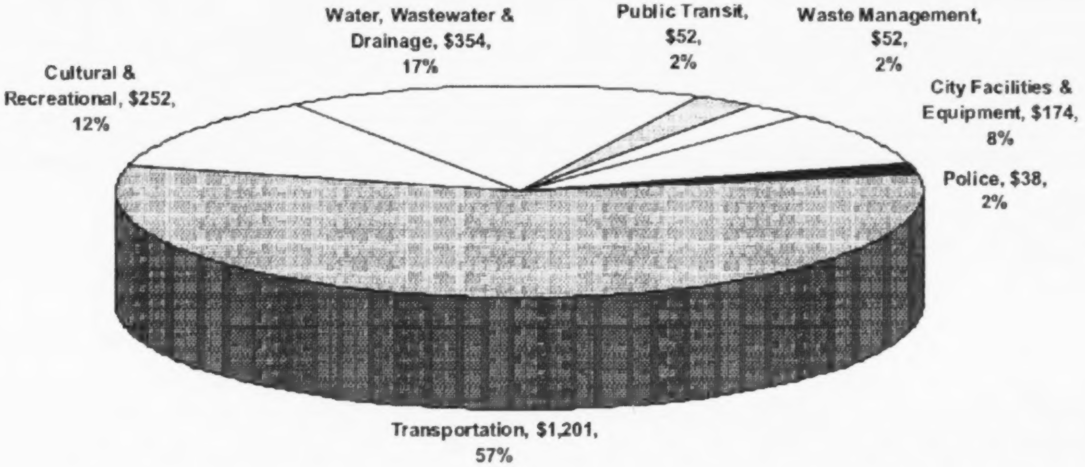
Regina also has significant requirements for infrastructure related to new growth, particularly in the area of roadway network improvements.

Measuring Regina's Infrastructure Gap

During 2010, Regina's estimate of infrastructure requirements over the next ten years was updated based on information from a number of recent studies, including the Waterworks Assessment Study, required under provincial regulations, and a report done by Watson and Associates, identifying 25-year infrastructure requirements related to the City's Long Term Development plan.

Based on this information, Regina's total infrastructure requirements over the next ten years is about $2.1 billion. The breakdown by infrastructure type is as follows:

Regina's Total Infrastructure Requirements
(in millions of dollars)

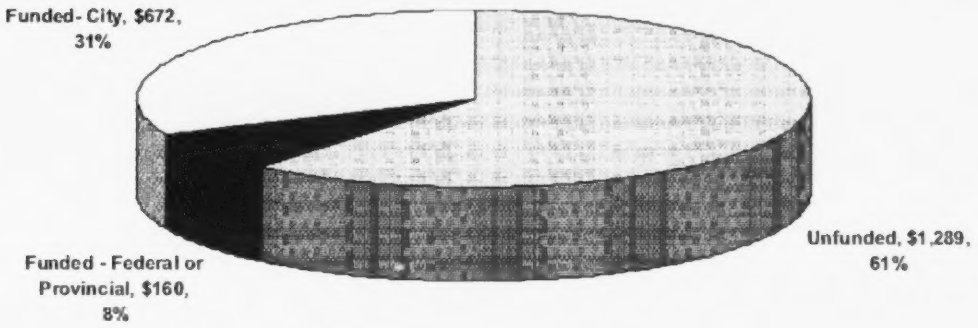


Total = $2.121 billion

This figure might seem unreasonably large, but the City's annual capital budgets, including the water, wastewater, and drainage utility, have averaged about $47 million per year for the past fifteen years. The replacement cost of Regina's total infrastructure is estimated at about $10 billion. With the rapidly rising cost of construction, that figure continues to increase.

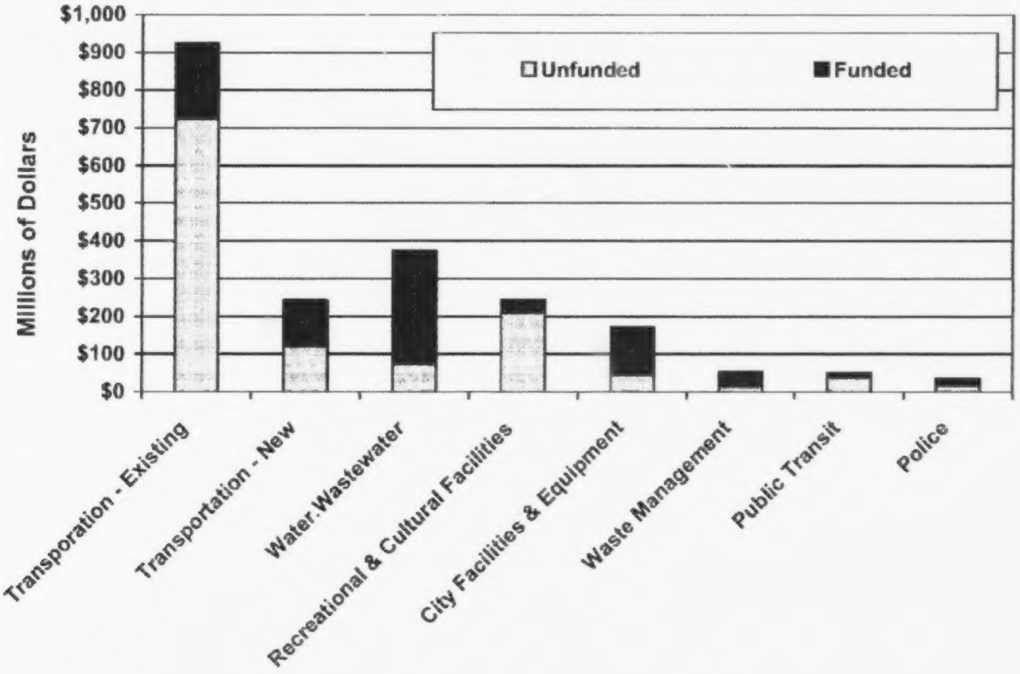
This chart shows the relative proportions of Regina's infrastructure requirements over the next ten years for which funding sources currently exist, and for which there is a funding gap.

Regina's Infrastructure Requirements
(in Millions of Dollars)



The following chart shows the proportion of infrastructure requirements over the next ten years where funding gaps exist by the major categories of infrastructure:

Funded Versus Unfunded Infrastructure Requirements by Type
(In Millions of Dollars)



Strategies to Reduce the Gap

It is important to note that Regina, like other municipalities, is not expecting other orders of government to fully fund all infrastructure requirements.

From the graphs on the previous pages, it is clear that Regina will fund a significant portion of its infrastructure requirements from local sources. Across Canada, the infrastructure gap resulted from multiple factors, and Regina's approach recognizes that addressing the problem will require action in several areas, including:

- Increased funding of capital from the City's annual revenues;
- Sustainable policy and development decisions that do not avoidably compound increase the demand for infrastructure;
- Servicing agreement fees that adequately fund the cost of new development and do not deplete other sources of funding required to address the infrastructure deficit;
- Accurately priced user fees that include the costs of infrastructure;
- A careful combination of "pay as you go" with debt to fund projects with long-term benefits;
- Solid asset management techniques, including long-term capital planning, that maximize the value of infrastructure spending; and
- Stable and long-term funding from the Federal and Provincial Governments, with flexibility to address the priorities within the community.

Over the next five years, it is anticipated that of the $673 million Capital Program, the City will fund $168 million through operating contributions to reserves and from the tax base. It is estimated that an additional $66 million will be received from Federal and Provincial infrastructure grant programs, based on funding levels from existing programs. Approximately $74 million will be funded from servicing agreement fees and other contributions from developers.

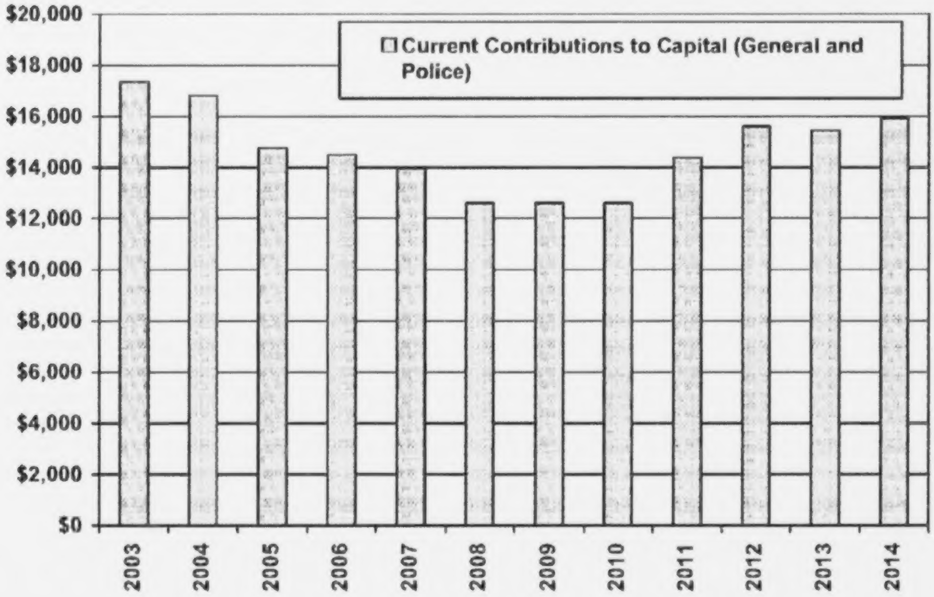
Up to $150 million in utility infrastructure requirements will have to be funded from debt over the next five years, which will be repaid through utility rates.

Using the limited tools available, the City has taken several significant steps to address the infrastructure gap, based on the multi-faceted approach outlined above.

Funding from the Operating Budget

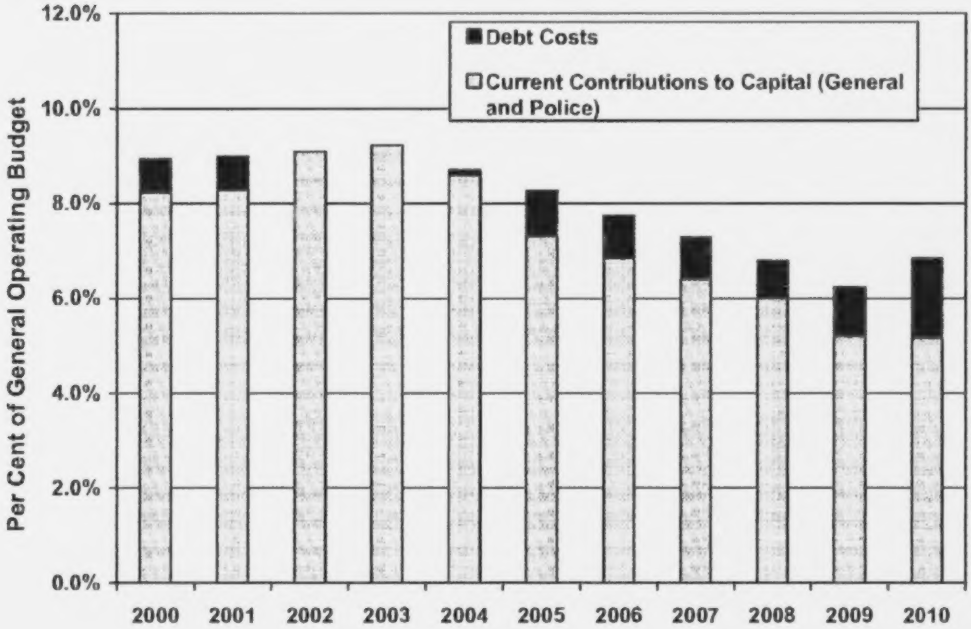
Despite continuing pressures for operating funding, the City has generally been able to maintain the level of funding for capital from the general operating budget. Pressures will increase significantly in 2011 through 2015 as a result of significant capital projects unless other sources of funding can be found.

Capital Funding From Current Contributions – Historical and Projected



Capital funding as a percentage of the operating budget has been decreasing, reflecting the pressures of operating costs.

Capital Funding From Current Operations – 2000 to 2010
(Per Cent of General Operating Budget)



Servicing Agreement Fees

During 2007, the City completed a major review of the servicing agreement fee policy. The review included estimates of the capital requirements related to new development over the next 20 years. Regina had reached a threshold in that the majority of its existing developments were virtually complete, and a significant investment in infrastructure was required if the City was to grow. Regina's servicing agreement fees were significantly lower than those in most other cities across Canada.

New policies were adopted by City Council in 2007, based on appropriate cost sharing between new developments and existing taxpayers, which resulted in formal approval of the *Administration of Servicing Agreement Fees Policy* in 2009. The 2010 fee rate is $227,289 per hectare, up 7.14% from $212,135 in 2009. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds.

It is clear that the usual approach, whereby the City funds infrastructure in advance of development for roadways and water, wastewater and drainage infrastructure is not workable given the City's limited financial resources. New approaches, including developer front ending agreements and phasing of development, have been used to help balance the cash requirements. The new policy includes an annual review of the 20 year projected capital requirements and a new annual rate to ensure the rate keeps pace with increases in the construction market and accurately reflects the extent of infrastructure that is necessary to support development in all areas of the City where new development is planned.

User Fees

The City has reviewed virtually all its user fees over the past three years to ensure that, where possible, revenues are keeping up with capital as well as operating costs. A three-year utility rate increase of 9% per year for 2008, 2009 and 2010 was approved by City Council in 2007 to contribute towards water and wastewater infrastructure requirements, including an upgrade and expansion of the wastewater treatment plant anticipated to cost in the range of $100 million. Landfill rates have been increased to contribute toward the costs of landfill closure, capping, and expansion. Golf and cemetery fees have been reviewed on a regular basis and established to cover capital and operating requirements.

A three-year recreation program fee schedule was approved by City Council in June of 2007 to ensure that targeted cost recovery levels are achieved.

While these fee increases are not popular and are sometimes viewed as another form of taxation, they are necessary to help address the infrastructure funding gap. The City is embarking on a general review of rates and fees for all City services with a view to develop more consistent and comprehensive pricing policies.

It is important to note that, while the City has the authority to raise revenues through licenses and special taxes, such revenue cannot exceed the related costs, limiting any ability to use such revenues to fund capital.

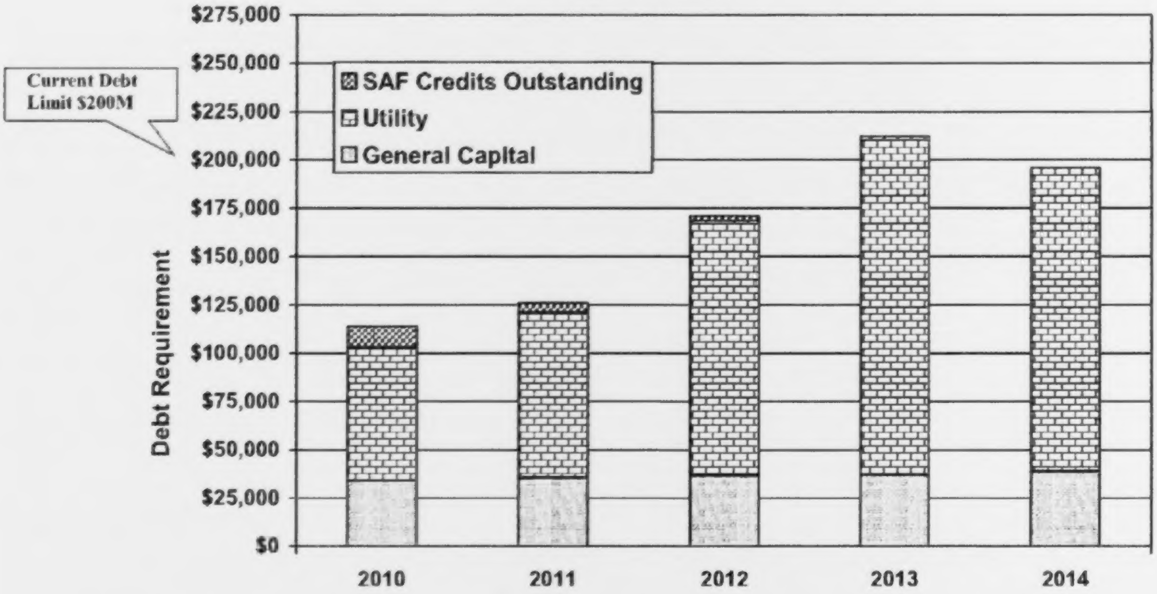
Debt Financing

The 2010 General Capital Investment Program proposes the issue of $5 million in 2010. The year end 2010 debt balance is projected at $34.4 million.

While the issuance of debt can provide for increased capital funding, the debt along with the related interest cost must be paid in future years out of operating funds. The use of debt is a trade-off between increased fiscal flexibility in the short term versus reduced fiscal flexibility over the term of the repayment of the debt.

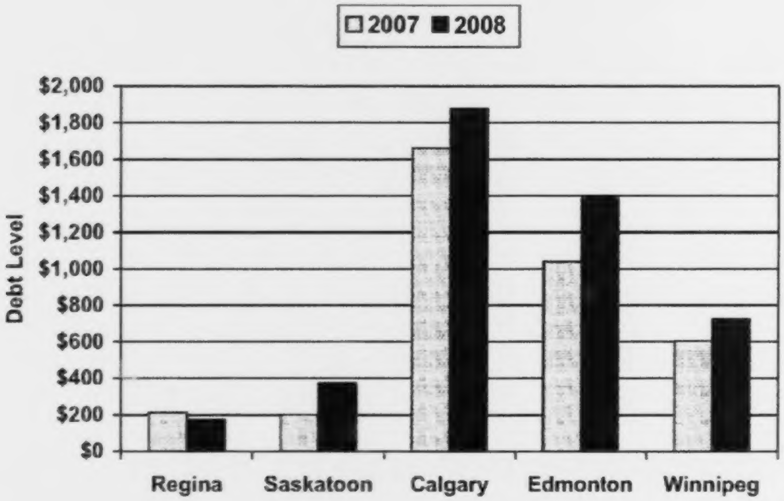
The City is faced with difficult choices. While interest costs will add to the overall bill, the rapid increases in construction costs over the past few years indicate that in some circumstances, debt financing could lower the overall costs.

Projected Debt



The 2010 General Capital Investment Program proposes to source $5 million in new debt funding. Historically Regina has remained very conservative in its use of debt. The following chart shows the per capita debt comparisons to other Cities for the years 2007 & 2008.

Per Capita Debt Comparison to other Cities



Asset Management Techniques

The City established a Corporate Asset Management Steering Committee in 2008 to begin to develop a strategic asset management policy for the organization to assist in ensuring our infrastructure is maintained, rehabilitated, and replaced in order that citizens receive acceptable levels of service from all of the programs. The Committee adopted a standardized asset management methodology that will be used corporately to manage the City's infrastructure to ensure long-term sustainability. These techniques and approaches are not new to the City, but there has been significant advancement in research available across North America that is being applied in Regina. In addition, local research through the Communities of Tomorrow and joint projects with the City of Saskatoon are providing benefits.

The City of Regina is also at various stages of completion on the following - Recreation Facility Master Plan, Core Neighbourhood Sustainability Plan, Downtown Plan, Transit Investment Plan, Official Community Plan (OCP), and Solid Waste Management Plan to assist in the preparation of long-term management of these assets through identification of community needs and trends. The City continues to identify and apply best practices in pavement, sidewalk, water, and sewer infrastructure maintenance. Significant success has also been achieved through the application of a life cycle management approach to optimizing fleet costs, reducing the City's fleet by about 20% in recent years.

Historically, municipalities were not required to account for assets with the same rigour as in other industries. However, the Public Sector Accounting Board has issued new recommendations to account for municipal assets or tangible capital assets. The City of Regina will be implementing these recommendations in 2010. This increased requirement for accounting for the City's assets will also aid in improving our management information available to ensure infrastructure investments are directed in a manner to ensure longevity and sustainability of our assets while providing the maximum benefit to citizens.

Sustainable Development Policies

Regina's Official Community Plan (OCP) establishes sustainability as one of the two principles guiding the entire plan. The other, ensuring that development occurs in a cost efficient, environmentally responsible, and socially equitable manner, is directly related to sustainability objectives.

A key policy is to maintain a compact urban form as a sustainable model. The residential growth strategy targets substantial infill development to balance peripheral expansion. Thirty percent of new housing will be directed to infill development to meet the OCP policies.

The transportation policies in the OCP support alternative modes of transportation. With higher densities in the central city, walking, bicycling and transit become more attractive options. In new suburban areas, a model was developed in the Sector Plans, which emphasises greenways and transit oriented design, which will give emphasis to alternative modes of transportation.

Growth is managed to ensure contiguous development (avoid leapfrogging) and the cost effective provision of services. The City works with the RM of Sherwood cooperatively as part of the Sherwood/Regina Planning District to manage growth in the region. Lands in the RM are reserved primarily for agricultural uses, except for sites specifically designated industrial (Sherwood Industrial Park) and commercial (abutting Highway No.1).

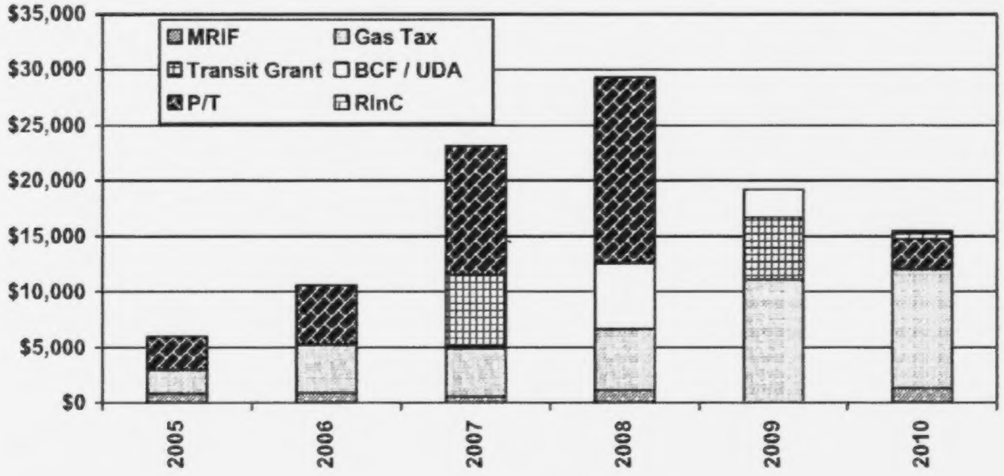
In summary, the City's sustainable development policies result in a more compact city and reduce the requirements for new infrastructure.

Capital Grant Programs

The information provided above indicates that the City is using all available approaches to manage its infrastructure requirements, but municipal taxpayers cannot do it alone. After the severe reductions in funding experienced during the 1990's and earlier this decade, the Federal Government and Provincial Governments across Canada began to recognize the importance of infrastructure funding.

> *"Canada's quality of life and economic competitiveness depend in part on having reliable, efficient infrastructure that is provided in large part by municipal, provincial, territorial and federal governments."* – ***Restoring Fiscal Balance in Canada – Focusing on Priorities – Federal Budget 2006.***

Federal Capital Grants (000$)



Gas Tax

The Federal Government has implemented a program to share a portion of the Federal Gas Tax with municipalities. The share for Regina has grown from $3.3 million in 2005, $3.3 million in 2006, $4.4 million in 2007, $5.5 million in 2008, $11.1 million in 2009, and $10.7 million in 2010. The grant is based on 1.5 cents per litre in 2005, increasing to 5 cents a litre in 2010. During 2007, the Federal Government announced an extension of the program through the 2014 – 2015 Federal fiscal years. The City of Regina still requires an agreement with the Province for 2011 forward.

Building Canada Fund (BCF)

A 7-year, $8.8 billion program, The Building Canada Fund is the Government of Canada's flagship infrastructure program. It advances national priorities that are important to all Canadians: a stronger economy, a cleaner environment, and better communities, while addressing local and regional infrastructure needs.

The national priority funding categories for the BCF are a Core National Highway System, drinking water, wastewater, public transit and green energy.

Funding will be allocated for projects in the provinces and territories based on their population and all major projects will be selected through federal-provincial/territorial negotiations.

The program will operate through two components of which Regina is eligible for the Major Infrastructure Component (MIC). This is a merit-based fund targeting larger, strategic projects of national and regional significance.

Infrastructure Stimulus Fund

Through Canada's Economic Action Plan, the federal government has established a new $4 billion Infrastructure Stimulus Fund (ISF) that provides funding to provincial, territorial and municipal construction-ready infrastructure rehabilitation projects. Funding is available for two years for projects that begin during the 2009 and 2010 construction seasons and can be completed before March 31, 2011.

Provincial /Territorial Base Fund

The $2.275 billion Provincial/Territorial Base Fund was established by the Government of Canada to provide each province and territory with predictable funding of $25 million per year, over seven years, for a total of $175 million per jurisdiction by 2014.

The Provincial/Territorial Base Fund can be used for safety-related rehabilitation of infrastructure, as well as non-core National Highway System infrastructure. Federal funding will be cost-shared with provinces and territories to maximize investments by all orders of government. As additional financial flexibility, these funds do not have to be utilized in the year in which they were provided.

Federal & Provincial Recreational Infrastructure Fund

The Recreational Infrastructure Canada (RInC) program is an infrastructure fund that is investing $500 million in recreational facilities across Canada over a two-year period. This national initiative will provide a temporary economic stimulus that will help reduce the impacts of the global recession while renewing, upgrading and expanding recreational infrastructure in Canadian communities.

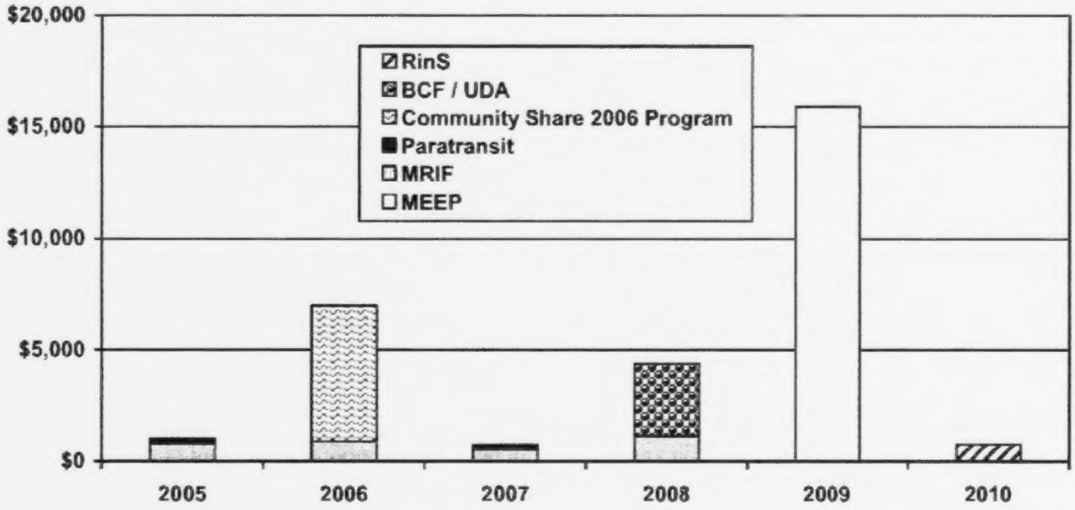
Launched in May 2009, RInC is part of Canada's Economic Action Plan, the Government of Canada's multi-faceted plan to ensure a quick recovery from the current economic downturn.

Other

The Municipal Rural Infrastructure Program (MRIF) provided annual funding of $1.7 million for four years (2005 through 2008). The Transit Grant Program announced in 2005 expired in 2009. The Urban Development Agreement (UDA) funded by the City, Province and Federal Government is in its final year in 2010.

The following graph provides information on the Provincial capital grants since 2005. The grants do not include the contribution from the Provincial Government to community projects. For 2010, the Provincial Government is contributing $750 thousand in Recreation Infrastructure Saskatchewan (RInS) towards the $3.3 million upgrade of Leibel Field at Douglas Park.

Provincial Capital Grants
(000's)



Three years ago, the Federal Budget included the following remarks:

> *"Federal investments in infrastructure are significant, but this funding needs to be put on a long-term track to allow for long-term planning, especially given the time spans involved in planning and building major infrastructure projects."* – Federal Budget 2006 – Restoring Fiscal Balance in Canada – Focusing on Priorities.

It is clear that there are still challenges in achieving this. In the face of this uncertainty, municipal councils cannot afford to wait until occurrences like the water quality problems of Walkerton and North Battleford and bridge collapses in Laval and Minneapolis draw further attention to the issue. The 2010 – 2014 General Capital Investment Program which does not meet all of the City's required infrastructure needs, uses all tools and funding sources available to address our community's priorities.

Gerneral Capital
Program Expenditares

General Capital Investment Program Expenditures

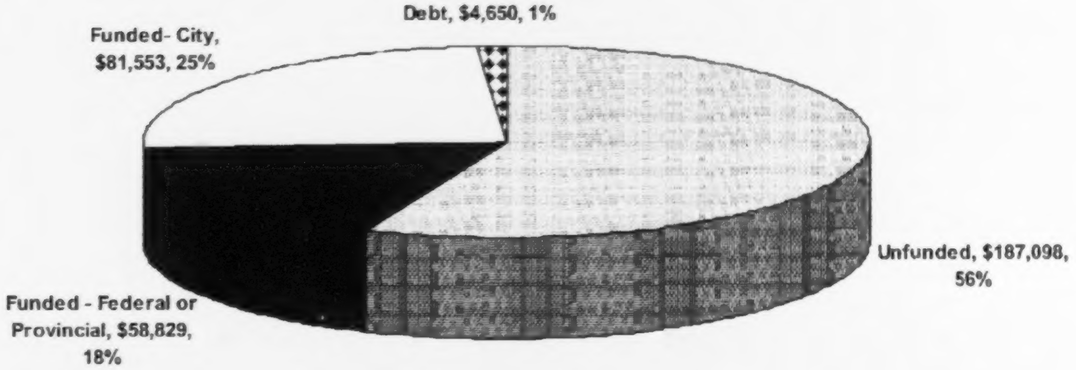
Capital Expenditure Summary

Capital Expenditures ($000's)	**2010**	**2011**	**2012**	**2013**	**2014**	**Five Year Total**
Public Works Division						
Street Infrastructure Renewal	**14,900**	22,900	24,000	27,000	30,000	118,800
Bridge Infrastructure Renewal	**4,450**	6,000	7,750	7,800	8,000	34,000
Traffic Control and Safety	**1,213**	4,135	2,905	7,945	6,206	22,404
Other Transportation Projects	**180**	1,575	205	5,230	80	7,270
Landfill	**14,800**	10,120	8,000	8,000	280	41,200
Waste Collection	**220**	500	6,200	-	-	6,920
Other Capital Projects Public Works	**360**	200	150	575	150	1,435
	36,123	45,430	49,210	56,550	44,716	232,029
Community & Protective Services Division						
Recreation Facilities	**4,418**	6,590	12,130	11,630	7,450	42,218
Open Space Restoration	**827**	1,252	1,185	1,147	1,147	5,558
Open Space - Upgrades and New Development	**150**	2,225	925	900	925	5,125
Streetscape	**195**	360	320	330	340	1,545
Cemeteries	**100**	130	50	120	70	470
Golf Courses	**305**	400	400	370	320	1,795
Fire & Protective Services	**535**	4,410	2,631	2,853	1,205	11,634
Transit	**2,910**	6,080	5,456	6,110	6,410	26,966
Other Capital Projects	**500**	138	-	96	-	734
	9,940	21,585	23,097	23,556	17,867	96,045
Planning & Development Division						
Roadway Network Improvements	**6,650**	37,345	4,950	17,550	5,300	71,795
Land Development	**1,595**	1,280	3,300	1,000	-	7,175
City Centre Development	**2,892**	5,894	16,047	10,830	14,785	50,448
	11,137	44,519	24,297	29,380	20,085	129,418
Corporate Services Division						
Fleet	**4,624**	4,897	5,160	5,019	4,888	24,588
Facilities	**5,469**	22,307	15,209	15,153	11,859	69,997
Information Technology	**1,624**	4,396	2,064	1,260	1,075	10,419
	11,717	31,601	22,433	21,432	17,821	105,004
Civic Capital Total	**68,917**	143,135	119,037	130,918	100,489	115,423
Regina Police Service	**1,614**	7,567	7,416	3,374	1,269	21,240
Total General Capital Expenditures	**70,531**	150,702	126,453	134,292	101,758	583,736

Public Works Division

Capital Program Summary

	2010	**2011**	**2012**	**2013**	**2014**	**Five Year Total**
Capital Expenditures ($000's)						
Street Infrastructure Renewal	**14,900**	22,900	24,000	27,000	30,000	118,800
Bridge Infrastructure Renewal	**4,450**	6,000	7,750	7,800	8,000	34,000
Traffic Control and Safety	**1,213**	4,135	2,905	7,945	6,206	22,404
Other Transportation Projects	**180**	1,575	205	5,230	80	7,270
Landfill	**14,800**	10,120	8,000	8,000	280	41,200
Waste Collection	**220**	500	6,200	-	-	6,920
Other Capital Projects Public Works	**360**	200	150	575	150	1,435
Total Expenditures	**36,123**	45,430	49,210	56,550	44,716	232,029
Capital Funding ($000's)						
Asphalt Plant Reserve	**360**	100	150	150	150	910
Current Contributions	**915**	5,249	6,308	7,741	9,461	29,672
Debt	**4,650**	-	-	-	-	4,650
Developer Contributions	**-**	220	112	112	114	558
Gas Tax	**10,700**	11,100	11,100	11,705	11,100	55,705
General Fund Reserve	**355**	-	-	-	-	355
Infrastructure Stimulus Fund	**1,350**	-	-	-	-	1,350
Landfill Reserve	**15,720**	15,478	7,600	8,346	280	47,424
Other External	**-**	-	-	275	-	275
Provincial/Territorial Base Fund	**1,950**	425	-	-	-	2,375
Service Agreement Fees - Roads	**124**	955	426	426	433	2,363
Total Funding	**36,123**	33,526	25,695	28,754	21,538	145,637
Funding Shortfall	**-**	11,904	23,515	27,796	23,178	86,393
Total	**36,123**	45,430	49,210	56,550	44,716	232,030



The previous table and the chart show capital requirements for the Division over the next five years and reflects the current funding sources as well as the total for which funding is yet unavailable or is unidentified. It should be noted that the capital expenditures proposed for street and bridge infrastructure renewal do not reflect the full investment required to maintain the roadway and bridge infrastructure at an optimal sustainable condition level or age. The expenditures shown for street infrastructure renewal are generally reflective of maintaining an equivalent financial investment similar to previous years, and this expenditure does not represent the full total required to maintain infrastructure at its current level. This means the condition of the street infrastructure will continue to decline. To return and maintain the average age and condition of the street infrastructure system closer to that expected at mid life, it is estimated that an additional investment in the order of $60 million per year is required beyond the figures shown. For Bridge Infrastructure Renewal, an additional $4 to $5 million per year after 2010 is required to return and maintain the bridge infrastructure to an optimal level.

Street Infrastructure Renewal

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Street Infrastructure Renewal - Program 3	**1,400**	-	-	-	-
2. Street Infrastructure Renewal - Program 2	**3,700**	3,849	-	-	-
3. Street Infrastructure Renewal - Program 1	**9,800**	19,051	24,000	27,000	30,000
Total Expenditures	**14,900**	22,900	24,000	27,000	30,000
Capital Funding					
Current Contributions	**700**	4,057	4,883	5,209	7,698
Debt	**4,650**	-	-	-	-
Gas Tax	**7,600**	11,100	11,100	11,100	11,100
Landfill Reserve	**-**	7,159	-	246	-
Provincial/Territorial Base Fund	**1,950**	425	-	-	-
Total Funding	**14,900**	22,741	15,983	16,555	18,798
Funding Shortfall	**-**	159	8,017	10,445	11,202
Total	**14,900**	22,900	24,000	27,000	30,000

Street Infrastructure Renewal – Program 3
Asphalt resurfacing and concrete repairs, engineering services, pavement asset management, local improvement project, curb and gutter replacement, thin lift overlay.

Street Infrastructure Renewal- Program 2
This program is to provide preservation to the existing City street infrastructure. The 45-year life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required. The average amount of road reconstruction is approximately 2.2 kilometres in last 15 years. To maintain the network life-cycle, a required reconstruction amount of 20 kilometres per year is needed. With the current level of funding, only one eighth of the requirement can be completed. In the case of resurfacing, we are currently averaging 17.4 kilometres per year, which is one-quarter of the required 60 kilometres to maintain network life cycle.

The City continues to focus rehabilitation on major roadways to provide the most benefit to motorists as 80% of the traffic occurs on 20% of the total road network. Funding for street infrastructure renewal is currently prioritized in order of expressways, arterial roadways, collector roadways, bus routes, industrial and then local (residential) roadways. The engineering services, pavement asset management, local improvement projects, asphalt resurfacing and concrete repairs (curb and gutter replacement), consulting/contracted services, labours, and equipment to complete this work is within the scope of the program.

Street Infrastructure Renewal-debt funded – Program 1
This program is to provide preservation to the existing City street infrastructure. The 45-year life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required. The average amount of road reconstruction is approximately 2.2 kilometres in last 15 years. To maintain the network life-cycle, a required reconstruction amount of 20 kilometres per year is needed. With the current level of funding, only one eighth of the requirement can be completed. In the case of resurfacing, we are currently averaging 17.4 kilometres per year, which is one-quarter of the required 60 kilometres to maintain network life cycle.

The City continues to focus rehabilitation on major roadways to provide the most benefit to motorists as 80% of the traffic occurs on 20% of the total road network. Funding for street infrastructure renewal is currently prioritized in order of expressways, arterial roadways, collector roadways, bus routes, industrial and then local (residential) roadways.

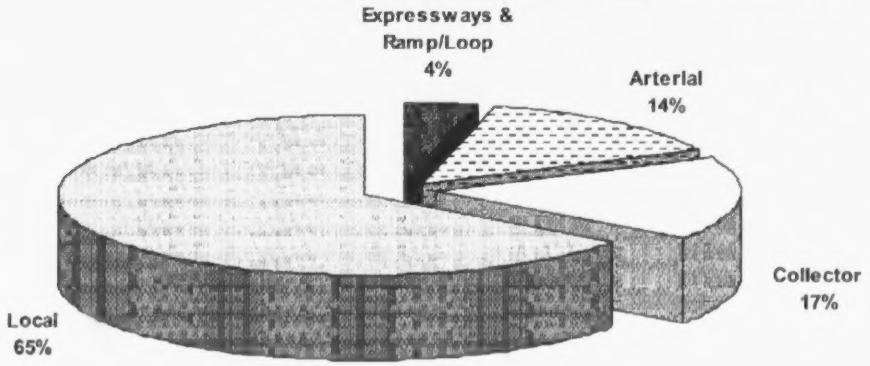
The engineering services, pavement asset management, local improvement projects, asphalt resurfacing and concrete repairs (curb and gutter replacement), consulting/contracted services, labours, and equipment to complete this work is within the scope of the program.

Roadways rate one of the highest in terms of the most important service issue and lowest in terms of satisfaction with the service. Transportation infrastructure includes:

- 942 kilometres of paved roads,
- 40 kilometres of gravel roadways; and
- 1,340 kilometres of sidewalks.

The functional classification of the road inventory is shown in the following graph.

Road Network Classification



Rehabilitation of existing roads refers to reconstruction and various resurfacing treatments. Two types of reconstruction are used. The first type consists of completely removing the road structure and rebuilding the road from the subgrade up. The second type is a treatment called full depth reclamation where the road structure is pulverized, additives are added, and the structure is re-laid. Road reconstruction is typically required in year 45 of a road life cycle.

The resurfacing treatments used include plane and pave, overlays, and micro surfacing. The plane and pave treatment consists of planning off a layer of old asphalt and replacing it with a new asphalt surface that is usually thicker than the one that was removed. The overlay treatment consists of laying a new asphalt layer over existing old asphalt surface with minimal or no planning prep work. The micro surfacing treatment consists of laying a very thin layer of modified asphalt over an existing asphalt surface. The resurfacing treatments are typically applied at various stages in a road life-cycle. Micro surfacing would be used earlier in the life-cycle where the plane and pave or overlay treatments may be used at year 15 or 20 in a road life cycle.

The 45-year life cycle of a road typically involves a combination of resurfacing activities until reconstruction is required.

The amount of road rehabilitation (reconstruction and resurfacing) that has been accomplished since 1993 is shown in the following table.

	Street Reconstruction				
Year	**Collectors & Arterials**	**Local Streets**	**Total**	**Street Resurfacing**	**Total Rehabilitation**
1993	3.3	2.3	5.6	7.7	13.3
1994	0.3	1.6	1.9	26.8	28.7
1995	0.8	1.5	2.3	8.5	10.8
1996	0.3	0.8	1.1	10.0	11.1
1997	2.7	1.3	4.0	12.2	16.2
1998	0.8	0.2	1.0	9.4	10.4
1999	1.9	1.3	3.2	16.6	19.8
2000	2.0	1.8	3.8	13.0	16.8
2001	1.2	1.4	2.6	17.0	19.6
2002	0.9	0.8	1.7	15.9	17.6
2003	0.7	-	0.7	20.3	21.0
2004	0.5	-	0.5	19.3	19.8
2005	0.4	-	0.4	24.1	24.5
2006	2.2	0.3	2.5	23.7	26.2
2007	-	2.4	2.4	25.9	28.3
2008	0.5	0.2	0.7	34.5	35.2
2009	0.3	0.3	0.6	26.6	27.2
		Annual Average	**2.1**	**18.3**	**20.4**

To address the infrastructure gap in pavements, the rehabilitation program would require 20 km of road reconstruction and 60 km of road resurfacing per year. As shown in the previous table, the average amount of road reconstruction is approximately 2.1 km per year, about one-tenth of the amount required to address the gap. Road resurfacing averages 20.4 km per year, or about one-third of the amount required.

Recently, Public Works began investigating the use of contemporary asset management techniques to develop a holistic approach to the investment in the City's roadways. The focus involves developing and implementing the most cost efficient maintenance strategies on the right roads at the right time. This approach achieves effective investment in roadways, as well as maintaining an acceptable level of service. As the City utilizes more preservation treatments, which have lower unit costs, the length of roadways rehabilitated will increase. In 2009, approximately 8 km of resurfacing was completed using preservation treatments.

Funding for road rehabilitation is insufficient to meet current requirements, let alone address the backlog created by the shortfall in funding in prior years. In the last five years, increased funding for roadways has resulted in a slight increase in rehabilitation work on the roadways. A greater length of rehabilitation work was completed during the years increased funding was available from infrastructure programs.

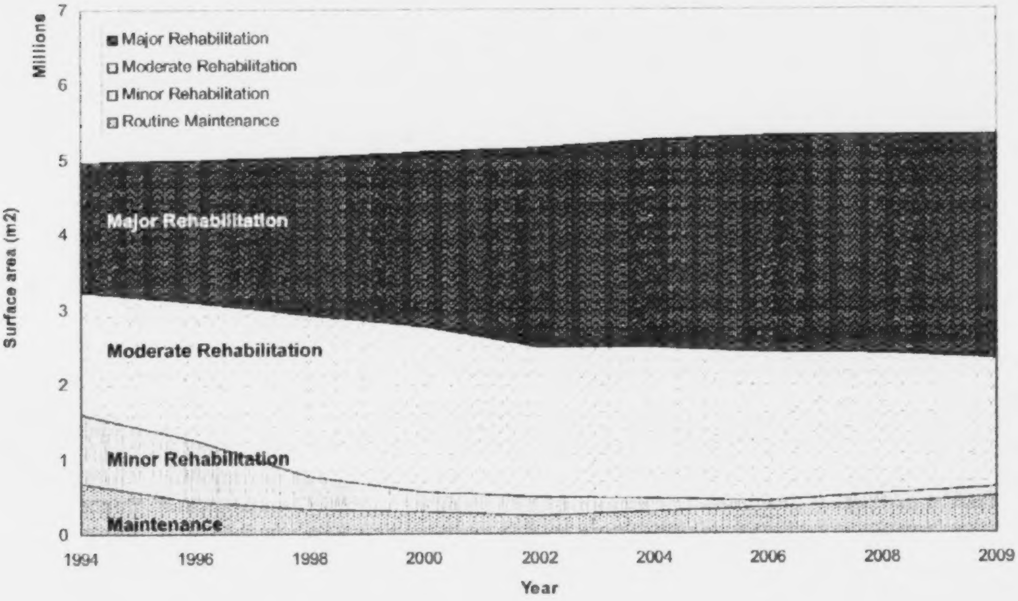
The City continues to focus rehabilitation on major roadways and collector roadways to provide the most benefit to all motorists. Studies have shown that 80% of the traffic travel occurs on 20% of the total road network. Funding for roadway infrastructure renewal is currently prioritized as follows (from highest to lowest priority):

- Expressways and arterial roadways.
- Collector roadways and bus routes.
- Major local roadways – commercial, industrial, institutional, bus routes.
- Local roadways.

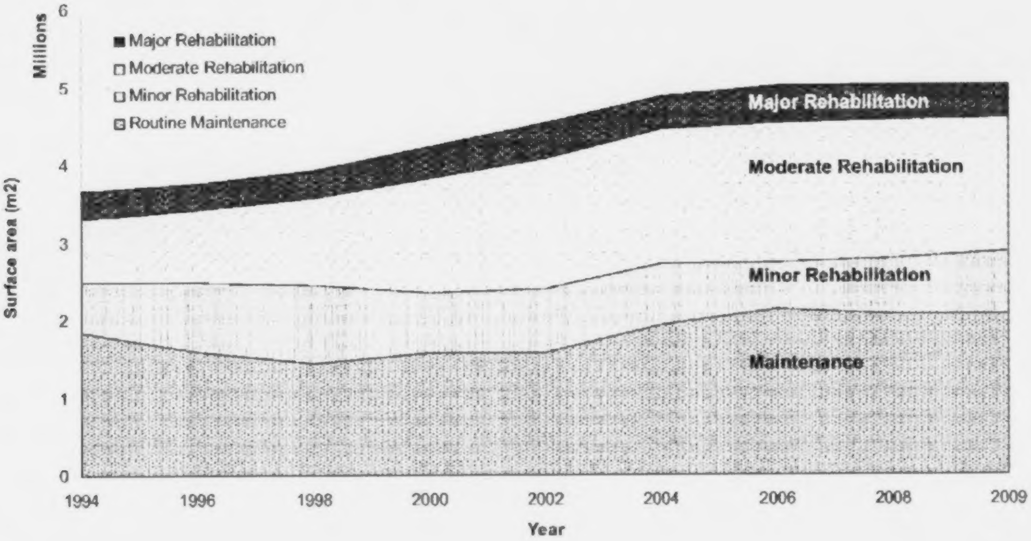
The result of this strategy is reasonable attention to major roads with minimal funding for local streets. As evidenced by the following two graphs, all roads not including residential locals (ie expressways, arterials, collectors and commercial/industrial locals) needing major, moderate and minor rehabilitation has remained fairly constant in the last 15 years. With the residential locals however, the balance has shifted to a need for more major rehabilitation treatments. The percentage of the residential local network in the major rehabilitation category has increased from 35% to 56% while the percentage of the residential local network in the maintenance category has reduced from 14% to 9%.

Road Rehabilitation Needs

All Local Roads



All Roads Except Local Roads



Bridge Infrastructure Renewal

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **Bridge Infrastructure Renewal**-Correction of structural deficiencies, inspection and engineering related to the safety and renewal of existing bridges.	**4,450**	6,000	7,750	7,800	8,000
Total Expenditures	**4,450**	6,000	7,750	7,800	8,000
Capital Funding					
Current Contributions	**-**	641	1,227	910	1,026
Gas Tax (GT)	**800**	-	-	605	-
Infrastructure Stimulus Fund	**1,350**	-	-	-	-
Landfill Reserve	**2,300**	650	-	100	-
Total Funding	**4,450**	1,291	1,227	1,615	1,026
Funding Shortfall	**-**	4,709	6,523	6,185	6,974
Total	**4,450**	6,000	7,750	7,800	8,000

Bridge Infrastructure Renewal

This program is to restore the existing bridge structures and prevent further deterioration. Each year condition surveys are carried out on the bridges. The results of these surveys are used to identify the required repair work. The bridge rehabilitation prioritisation is based on survey results and funds availability. Typical bridge rehabilitation includes repairs to deteriorated sidewalks, deck surfaces, asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

The bridge maintenance management software, consulting/contracted services, labour, and equipment to complete this work are within the scope of the program.

The City's transportation network includes 36 bridge or overpass sites, including eight rail overpasses, nine grade separations and bridges, 18 water overpasses and one pedestrian overpass.

The Bridge Infrastructure Renewal Program provides for condition surveys and engineering designs to complete major repairs to bridges, to extend their life expectancy by another 20 to 25 years. The average life expectancy of a new bridge is 30 years. With the current level of funding, approximately one bridge site per year can be repaired. Based on current funding levels, after repairs are done, it could be 35 years before that particular bridge site will receive major work again. Since the program started in 1988, work on 20 of the City's 36 bridge sites has been completed.

Each year condition surveys are carried out on the bridges. The results of these surveys are used to identify the required work. Based on the results of the surveys and the funding available, priorities are established. Typical bridge rehabilitation includes repairs to deteriorated sidewalks, deck surfaces, asphalt wearing surfaces, concrete barriers, expansion joints, safety curbs, slope protection, and the approaches on both ends of the deck.

Traffic Control and Safety

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **Traffic Improvements:**					
- Anti-Whistling	-	90	45	45	45
- Traffic Signal Rehabilitation	770	770	770	880	-
- Expressway Light Rehabilitation	-	740	470	470	-
- LED Rehabilitation Program	-	-	-	100	195
- LED Replacement Program	-	390	195	100	-
- New or Enhanced Traffic Signals	-	1,409	784	784	798
- Noise Attenuation Program	-	150	75	5,000	5,000
- Pedestrian Protection	95	98	98	98	98
- Residential Street Light Upgrading	-	140	70	70	70
- Traffic Management and Parking	348	348	398	398	-
Total Expenditures	1,213	4,135	2,905	7,945	6,206
Capital Funding					
Current Contributions	165	364	165	950	726
Developer Contributions	-	220	112	112	114
General Fund Reserve	348	-	-	-	-
Landfill Reserve	700	41	-	-	-
Service Agreement Fees - Roads	-	836	426	426	433
Total Funding	1,213	1,461	703	1,487	1,273
Funding Shortfall	-	2,674	2,202	6,458	4,933
Total	1,213	4,135	2,905	7,945	6,206

There is significant infrastructure in place to provide for the safe and effective use of the transportation system. The infrastructure is intended to address the needs of traffic and pedestrian users of the system.

Traffic Improvements

Anti-Whistling

As required by federal law, railroads must sound their engine whistles while they approach any railway/roadway level crossing. Of the approximately 55 level crossings in Regina, twenty crossings have been identified as locations where anti-whistling would be beneficial to the surrounding community. All locations slated for anti-whistling must pass rigorous safety inspections that often result in upgrades or replacement of the warning devices, such as advanced warning devices and gates. The Capital funding is to cover the costs of safety audits and improvements such as signals, fencing and pedestrian crossings so railway crossings can meet the safety criteria at the locations where anti-whistling is planned. Labour, equipment, software, and consulting/contracted services to complete this work is within the scope of the program.

Traffic Signal Rehabilitation

This is an annual program performing end of life asset replacement of 4% of the City's signalized intersections per year and includes the replacement of traffic signal poles, ducts, wiring, controls, lights, detection equipment, software, other ancillary supplies, and services based on the expected life span of poles and their components. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program. Program locations are selected based on the condition of the signals and coordination with major roadway projects. At the end of 2009 37% (61 sets of signals) will be over 25 years old.

Expressway Light Rehabilitation

This program replaces infrastructure related to expressway lighting, including: wiring, cabinets, cabinet components, and breakaway pole bases. Labour, materials, supplies, equipment, and consulting/contracted services to complete this work are within the scope of the program. This program rehabilitates the City's 775 expressway poles and the 16 associated control cabinets over an 8 year period and results in lower overall maintenance costs due to reduced infrastructure failures. Locations are selected based on the condition of the assets.

LED Rehabilitation Program

This is an annual program performing end of life asset replacement of LED traffic lamps. The expected useful life for an LED signal is 5-7 years, requiring 20% of the lamps to be replaced annually, starting in 2013. Labour, materials, services, equipment, and consulting/contracted services to complete this work are within the scope of the program.

LED Replacement Program

This is a five to six year replacement project (started in 2008) to replace the City's incandescent traffic signals with the LED equivalent. LED lamps are more efficient, resulting in lower electricity costs and less generation of greenhouse gases. This program will result in electricity cost savings and will meet anticipated legislative requirements banning the sale of incandescent light bulbs by 2012. Labour, materials, services, equipment, and consulting/contracted services to complete this work are within the scope of the program.

New/Enhanced Traffic Signals

Based on new development, traffic flow, congestion, or pedestrian accessibility, new or enhanced traffic signals are required. Typical projects include: design/installation of traffic signals, installation of additional/different vehicle detection, signal timing/phasing changes, and installation of accessible pedestrian signals. Labour, materials, software, services, equipment, and consulting/contracted services are within the scope of the program. Development typically requires the installation of up to five new signals based on the installations over the past three years. Typically one set of signals is installed in response to warrant analysis. The remaining funding is designated for Accessible Pedestrian Signals, left-turn arrows, and other miscellaneous upgrades and improvements. Locations are selected annually.

Noise Attenuation Program

This program is to develop a comprehensive road noise strategy and policy that addresses noise predictions and measurements for existing and future developments. The first phase in developing a comprehensive noise abatement strategy is to develop a needs assessment. This assessment would determine noise levels along major arterial roadways adjacent to residential land uses (e.g. Ring Road). The result of the needs assessment will determine if there should be any candidate locations for noise attenuation along the roadways being studied. Should any candidate noise attenuation sites be identified in the needs assessment, a strategy to determine the feasibility of noise attenuation in the City would be developed and implemented. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Pedestrian Protection

This is an annual program to improve pedestrian accommodations and safety for the public throughout the City. Improvements include the installation of pedestrian corridors, pedestrian half signals, pedestrian crosswalk signs, no parking signs, and the installation of fence adjacent to high speed roadways. The program also includes public awareness advertising to educate pedestrians and motorists on the proper usage of pedestrian safety devices. Funding typically provides for the installation of one pedestrian corridor and three pedestrian crosswalks. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Residential Street Light Upgrading

This program arranges for the installation of new residential street lights along roadways (excluding alleys and expressways) that do not currently have lights or require upgraded lighting levels to meet the City's current minimum illumination standard. Streetlights are designed, installed, and maintained by Sask

Power, with funding provided by the City. Electricity costs related to the new assets are funded through the City's annual Operating Budget and are estimated to be $250 per year per streetlight.

Traffic Management and Parking

This program replaces infrastructure related to expressway lighting, including: wiring, cabinets, cabinet components, and breakaway pole bases. Labour, materials, supplies, equipment, and consulting/contracted services to complete this work are within the scope of the program. This program rehabilitates the City's 775 expressway poles and the 16 associated control cabinets over an 8 year period and results in lower overall maintenance costs due to reduced infrastructure failures. Locations are selected based on the condition of the assets.

Other Transportation Projects

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Transportation Projects					
- 9th Ave. N. Winnipeg to McDonald Road	-	1,150	-	-	-
- Gravel Road Upgrading	130	125	-	-	-
- Railway Crossing	50	50	50	50	50
- Ring Road Sign Rehabilitation Program	-	75	30	30	30
- Tourist Signing Phase II & III	-	50	-	400	-
- Upgrade Saskatchewan Dr. at Albert St.	-	125	125	4,750	-
Total Expenditures	180	1,575	205	5,230	80
Capital Funding					
Current Contributions	50	175	32	618	10
General Fund Reserve	7	-	-	-	-
Municipal Economic Enhancement Program	-	-	-	-	-
Other External	-	-	-	275	-
Service Agreement Fees - Roads	124	119	-	-	-
Total Funding	180	293	32	893	10
Funding Shortfall	-	1,282	173	4,337	70
Total	180	1,575	205	5,230	80

9th Ave. N. Winnipeg to McDonald Road Classification Review

This project is to conduct a study of 9th Avenue North between Winnipeg Street and McDonald Street to ensure the roadway meets City standards for the volume and type of use. The result of the study will determine if detailed design and construction would be necessary and include a multi year implementation plan. If required, construction would be planned for 2012. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Gravel Road Upgrading

Due to new development and annexing of gravel roads, upgrades to two gravel roads to an all dust free all weather surface are required. Consulting fees for road design will be required. It is intended to complete internally, however depending on capacity contracting out may be required. This upgrade will address safety and customer service concerns. It will also allow maintenance of the existing level of service comparable to other high grade gravel roads.

Railway Crossing

This program is to upgrade the roadway at railroad crossings to crossing condition. This program is coordinated with Canadian National Railway and Canadian Pacific Railway programs to upgrade the railroad tracks at the crossings. Two or three crossings are upgraded every year. The activities involved in this program are engineering services, asphalt resurfacing, concrete repairs, and replacing railway seals.

Ring Road Sign Rehabilitation Program

There are 44 large green information signs along Ring Road and 13 Exit signs along Ring Road from Victoria Ave to Pasqua St. These signs are beyond their design life and are deteriorating. This program's intent is to replace these signs with new, more visible, and functional signs that meet national standards. The recommended rehabilitation program is to replace the signs over a 10 year period (approximately six signs per year). An annual budget of $30,000 is required. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Tourist Signing Phase II & III

This project was designed to build and install additional tourist signs such as trailblazers and programmable variable message signs (VMS). These signs provide direction and information to tourists about the events and attractions that Regina has to offer. Trailblazer signs would be placed at highway entrances to the City where currently there are no signs. Included in this program are two welcome visitors gateway signs to be installed at the North and South Highway No. 6 entrances. Contribution from the City towards capital projects would fund this program. Labour, equipment, software, and consulting/contracted services to complete this work are within the scope of the program.

Upgrade Saskatchewan Drive at Albert Street

This project provides upgrades to Saskatchewan Drive and Albert Street to increase the safety, capacity, and maintainability of the intersection. Anticipated work includes:

1) Widening Sask Drive near the intersection,
2) Lengthen turning lanes on Sask Drive,
3) Upgraded traffic signals,
4) New pavement & sidewalks,
5) Flattening the grade through the intersection
6) Removal of concrete islands, and
7) Landscaping.

All labour, materials, software, services, equipment, and consulting/contracted services as required for this project are within the project scope. Possible funding partnerships will be considered.

Landfill

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **Fleet Street Landfill:**					
- Landfill Capping and Closure	**1,100**	8,000	8,000	8,000	280
- Landfill Gas Collection Phase II	**-**	1,210	-	-	-
2. **New Landfill:**					
- New Landfill Development-Engineering Design & Construction	**13,700**	910	-	-	-
Total Expenditures	**14,800**	10,120	8,000	8,000	280
Capital Funding					
Gas Tax (GT)	**2,300**	-	-	-	-
Landfill Reserve	**12,500**	7,128	7,600	8,000	280
Total Funding	**14,800**	7,128	7,600	8,000	280
Funding Shortfall	**-**	2,992	400	-	-
Total	**14,800**	10,120	8,000	8,000	280

The City's landfill is located in the northeast corner of the city. The landfill has been in operation at the site since 1961. The entire site occupies approximately 124 hectares, with the approved footprint of the landfill disposal mound covering approximately 60 hectares. The current height of the landfill is approximately 45 meters above the surrounding landscape.

In the mid 1980s, a comprehensive Waste Management Study was initiated, and completed in 1989. The study addressed the City's future landfill needs. Following a process for public input in 1991, City Council decided to proceed with plans to develop a new sanitary landfill adjacent to the existing site.

The development of a landfill requires review and approval by Saskatchewan Ministry of Environment. Since 1991, additional reports were prepared. In 1995, The Fleet Street Landfill Optimization Study was completed. This study examined ways to optimize landfill operations to prolong the life of the current site. The current solid waste disposal site had an expected life of approximately one to three years as of 2009. Current fill progression is approximately on target with the projections. The projected time that the current landfill will be at capacity is sometime during 2011 and 2012.

Fleet Street Landfill

Funding will cover consulting, contractors, property, materials and any other work, resources, staff, technologies or support related to each of the projects described below:

Landfill Capping and Closure

Existing landfill capping and closure steps to meet the requirements of the closure plan. Funding is from the Landfill Reserve. Activities include acquisition of a GPS system, sourcing cover soils, engineering, construction, and associated closure plan elements.

Landfill Gas Collection Phase 2

Landfill gas system Phase 2 collects and destroys landfill generated methane which is a Greenhouse Gas. Funding is from the Landfill Reserve. Work includes engineering design and construction of gas collection wells and piping and associated elements.

New Landfill

Funding will cover consulting, contractors, property, materials and any other work, resources, staff, technologies or support related to each of the projects described below:

The 2010 – 2014 General Capital Program provides funding for regulatory approval for a new landfill development adjacent to the existing site, engineering design and construction costs for the first cell. The total projected cost for a new landfill based on the first stage expansion is in the range of $90 million over the next 80 years. Construction of a new landfill would involve development of cells with a capacity for five years. The cost of each cell is estimated at $8 million. Once the capacity of each cell is reached, the cell would be closed. The expansion plan provides for upwards of an 80-year landfill life. This lifespan could be extended pending potential future waste diversion programs.

A new landfill must be approved by Saskatchewan Ministry of Environment. The Environmental Impact Assessment and preliminary design was submitted to the Ministry in 2009.

An important component of an Environmental Impact Assessment is public participation. The public were involved early in the project in order to identify the issues that should be addressed in the impact assessment. Documentation of concerns arising out of public consultations is part of the Environmental Impact Assessment. Public comments were accepted by the Ministry until mid-March 2010. Approval of the application is pending.

Engineering Design and Construction – Conceptual/preliminary design work for a new landfill was completed during the Environmental Impact Assessment process for preparation of the Environmental Impact Statement. Detailed design will proceed in 2010 pending project approval by the Ministry of Environment.

Waste Collection

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Solid Waste					
- Integrated Solid Waste Management System	220	500	6,200	-	-
Total Expenditures	220	500	6,200	-	-
Capital Funding					
Landfill Reserve	220	500	-	-	-
Total Funding	220	500	-	-	-
Funding Shortfall	-	-	6,200	-	-
Total	220	500	6,200	-	-

Integrated Solid Waste Management System

This project provides for future new facilities to deliver the waste management services adopted by Council from the Waste Plan Regina Report. Funding is from the Landfill Reserve. Work involves planning, engineering, construction, and service delivery contracts.

Other Capital Projects

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Asphalt Plant					
- Granular Material - Salt Management	-	100	-	-	-
- Upgrade of major components of asphalt plant	360	100	150	150	150
2. Buildings & Yards					
- Trunked Radio System User Gear	-	-	-	425	-
Total Expenditures	360	200	150	575	150
Capital Funding					
Asphalt Plant Reserve	360	100	150	150	150
Current Contributions to Capital	-	12	-	55	-
Total Funding	360	112	150	205	150
Funding Shortfall	-	88	-	370	-
Total	360	200	150	575	150

Asphalt Production and Field Services

Granular Material - Salt Management

This project is to reduce the environmental impact of storing salt and salt mixtures by eliminating or capturing runoff and removing salt prior to the water entering the sewer system. It will include engineering, procurement, and construction. The project will be funded by general contributions.

Upgrade: Major Components of Asphalt Plant

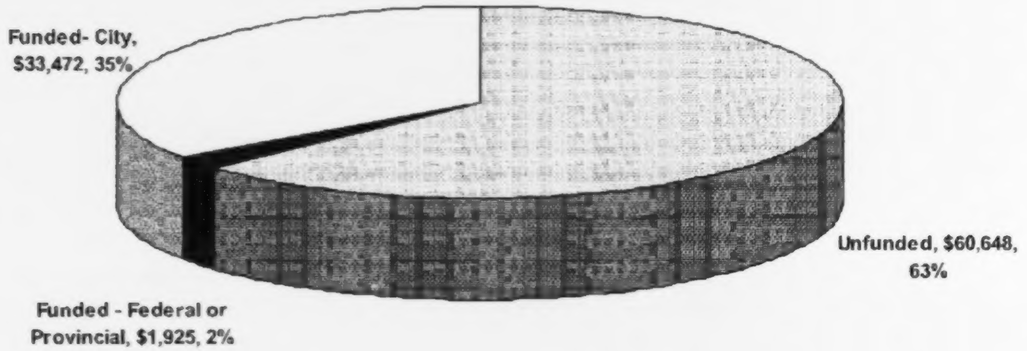
This project is to install equipment that will allow for temporary storage and precise measurement of dust that is recovered from the dust collectors and used as a component of the asphalt mixes. Implementation of this project will result in better, more consistent asphalt mixes and elimination of the asphalt mix waste caused by dust content fluctuation. The project will pay for itself in five to seven years.

Community & Protective Services Division

Capital Program Summary

	2010	2011	2012	2013	2014	Five Year Total
Capital Expenditures ($000's)						
Recreation Facilities	**4,418**	6,590	12,130	11,630	7,450	42,218
Open Space - Restoration	**827**	1,252	1,185	1,147	1,147	5,558
Open Space - Upgrades and New Development	**150**	2,225	925	900	925	5,125
Streetscape	**195**	360	320	330	340	1,545
Cemeteries	**100**	130	50	120	70	470
Golf Courses	**305**	400	400	370	320	1,795
Fire & Protective Services	**535**	4,410	2,631	2,853	1,205	11,634
Transit	**2,910**	6,080	5,456	6,110	6,410	26,966
Other Capital Projects	**500**	138	-	96	-	734
Total Expenditures	**9,940**	21,585	23,097	23,556	17,867	96,045
Capital Funding ($000's)						
Current Contributions to Capital	**5,425**	3,462	3,090	2,010	1,835	15,822
Servicing Agreement Fees - Parks	**359**	2,089	3,704	3,679	3,679	13,510
Cemetery Reserve	**100**	130	50	120	70	470
Golf Course Reserve	**305**	400	400	370	320	1,795
General Fund Reserve	**886**	-	-	-	-	886
Transit Equipment Replacement Reserve	**40**	-	46	-	-	86
Federal Grant - RInC Program	**750**	-	-	-	-	750
Provincial Grant - RInC Program	**750**	-	-	-	-	750
Provincial/Territorial Base Fund	**425**	-	-	-	-	425
User Groups	**800**	-	-	-	-	800
Debt	**100**	-	-	-	-	100
Other External Contributions	**-**	3	-	-	-	3
Total Funding	**9,940**	6,084	7,290	6,179	5,904	35,397
Funding Shortfall	**-**	15,501	15,807	17,377	11,963	60,648
Total	**9,940**	21,585	23,097	23,556	17,867	96,045

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



The Need for Capital Investment

The Capital Program for Community & Protective Services covers restoration, refurbishing, upgrading, and new development or purchase for the Division's assets and equipment. These categories allow for a systematic review and prioritization of capital project requests.

- **Restoration** – returns deteriorated assets or amenities to their original condition when the asset or amenity has deteriorated to the extent that it can no longer fulfill its original intended purpose or presents a safety hazard.
- **Refurbishing** – involves a significant overhaul of the asset or equipment that extends its useful life.
- **Upgrading** – improves an existing asset or amenity when the quality is below an acceptable level, there is a demonstrable need for additions, or there is an opportunity for enhancement from a technological, ecological or environmental perspective.
- **Development or Purchase** – creates a new asset or amenity where demanded by growth, or where restoration or upgrading will no longer meet the needs.

Typically, emphasis has been placed upon maximizing the long-term sustainability and therefore, the use of our existing assets and equipment before creating or buying new capital assets. At the same time, a municipality must balance the need for additional infrastructure related to growth and changing community needs.

It should be noted that, using the past levels of civic contributions as a guide, there is an identified funding shortfall between the sources of funding available to the Division and the Division's capital expenditures for 2011-2014. With the finalization of the Recreation Facility Plan and the Transit Investment Plan and with the initiation of the Fire & Protective Services Accreditation process, enhanced information will be available on the future capital requirements to effectively manage our assets into the future.

- The Recreation Facility Plan, which will be presented to Council in April 2010, will guide future investment in sport, culture and recreation facilities. It is anticipated that approximately $100 million dollars over ten years will be required to complete the recommendations in the Plan. This will include funding from the City as well as investment from the private sector, other orders of government and community partners.

- The Transit Investment Plan includes an examination of fleet requirements in relation to Transit service. It is recognized that a more aggressive fleet replacement program will be necessary within the next few years.

- In 2010, the Fire & Protective Services Department embarked on an accreditation process from the Commission on Fire Accreditation International, through the Centre for Public Safety Excellence, which is comprised of categories that departments use to evaluate performance: governance and administration, assessment and planning, goals and objectives, financial resources, programs, physical resources, human resources, training and competency, essential resources, and external systems relations. While capital replacement of equipment is not the main focus of the accreditation, this process, along with the current fleet strategy will inform the capital program. Replacement of front line apparatus and support/service vehicles is required to meet established service levels and to manage the repair and operating costs of aging vehicles. There are industry standards for replacement of vehicles and apparatus. Current funding levels do not allow us to meet these standards. Under the Fire & Protective Services equipment category the most critical need is the replacement of Self Contained Breathing Apparatus. The equipment currently on hand will be at the end of its useful life in 2011.

Recreation Facilities

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Recreation Furnishings and Equipment	**100**	200	200	200	200
2. Recreation Facility Plan					
Douglas Park Leibel Field Upgrades	**3,300**	-	-	-	-
Athletic Field Restoration and Amenities	**168**	250	250	250	250
Core Ritchie Upgrade	**850**	-	-	-	-
Major Projects & Partnerships	**-**	3,600	6,600	6,600	6,600
Multi-Use Pathway	**-**	2,100	900	400	400
3. North Central Shared Facility	**-**	440	4,180	4,180	-
Total Expenditures	**4,418**	6,590	12,130	11,630	7,450
Capital Funding					
Current Contributions to Capital	**1,513**	1,449	1,471	559	560
Servicing Agreement Fees - Parks	**180**	1,770	3,576	3,551	3,551
Federal Grant - RInC Program	**750**	-	-	-	-
Provincial Grant - RInC Program	**750**	-	-	-	-
Provincial/Territorial Base Fund	**425**	-	-	-	-
User Groups	**800**	-	-	-	-
Total Funding	**4,418**	3,219	5,047	4,110	4,111
Funding Shortfall	**-**	3,371	7,083	7,520	3,339
Total	**4,418**	6,590	12,130	11,630	7,450

Recreation Furnishings and Equipment - The City operates a variety of sport, culture and recreation facilities including the Sportplex (which is comprised of the Lawson Aquatic Centre and Fieldhouse), the North West and Sandra Schmirler Leisure Centres, the Neil Balkwill Civic Arts Centre, arenas, outdoor ice facilities, outdoor pools, neighbourhood and community centres, and outdoor athletic surfaces and facilities. Funds from this program will be used to replace aging equipment and furnishings, as well as purchase new equipment to respond to developing needs and trends.

Douglas Park Leibel Field Upgrades - Funds will be used in the development of a lit artificial turf athletic field at the location of the current Leibel Field site along with a support facility that could include: wash/change rooms, storage and concession areas to service the entire Douglas Park Facility and Wascana Park users. The Douglas Park Leibel Field Upgrade project is also being funded through the Federal and the Provincial governments and through significant contributions from the Regina Soccer Association and Regina Minor Football ($400,000 each).

Athletic Field Restoration and Amenities – The Athletic Field Study, completed in 1996, organized athletic fields into formal groupings called classes on the basis of use, features, and location. The Athletic Field Study provides principles, guidelines, standards and policies to guide the development and management of Regina's athletic surfaces. To facilitate the athletic field development and upgrading process, the system includes criteria for prioritizing capital projects. Restoration of athletic fields (ie. football, soccer, baseball) is usually in response to playing surface deterioration due to heavy use. Restoration of amenities (ie. bleachers, scoreboards, goalposts) is usually a life cycle activity.

Core Ritchie Upgrade – In 2009, Council adopted the Recreation Facility Plan – Planning Framework. This document outlines a hierarchy of facilities and the level of involvement in sport, culture and recreation projects. The Core Ritchie Neighbourhood Centre is a neighbourhood hub within the Al Ritchie Community. In July, 2009, Council approved plans for the Regina Public Library to relocate the Prince of Wales Library as an addition to the Core Ritchie Neighbourhood Centre. This funding will be used for the design and construction of changes to the centre to enhance this facility as a neighbourhood hub for this community and to maximize opportunities for integrated programming.

Major Projects & Partnerships – In 2010, the Recreation Facility Plan is being developed through an extensive research and consultation process to guide sport, culture and recreation infrastructure investments over the next ten years. Funds from this program will be used to implement projects consistent with the plan, which is projected to cost in the range of $100 million dollars.

Multi-Use Pathway System Development – Findings of the Recreation Facility Plan indicated that the public view pathway development as the highest priority for development in the City of Regina. The current system, located on City owned land and Wascana Centre, includes 30 km of paved pathway. Within the 2010 to 2014 capital program, the City is continuing to expand and integrate its multi-use pathway network. The funding in 2011 will be directed toward construction of a link connecting the northwest area of the city with the city-wide pathway network. The Planning and Development Division will be developing a Transportation Master Plan to provide long-range direction for new development. Funding beyond 2011 will be used to implement pathways identified as part of that plan.

North Central Shared Facility - A wide range of planning and community engagement activities and events have been undertaken with a diverse group of partners. This unique concept is intended to provide and deliver a mix of community based cultural, social, educational, recreation and health services using an integrated approach in one facility. This project will require financial contributions from all three orders of government and other partners.

Open Space Restoration

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **Restoration:**					
- Open space restoration	**300**	395	405	497	497
- Kiwanis Waterfall Park	**-**	190	130	-	-
- Wascana View Park Upgrade	**-**	17	-	-	-
- Water Features Restoration	**-**	25	25	25	25
- Multi-Use Pathways - Asphalt Recapping	**195**	195	195	195	195
2. **Athletic Surfaces**					
- Backstop Restoration	**20**	30	30	30	30
- Leslie Lawn Bowling Greens	**12**	-	-	-	-
3. **Irrigation System Improvements**	**300**	400	400	400	400
Total Expenditure	**827**	1,252	1,185	1,147	1,147
Capital Funding					
Current Contributions to Capital	**827**	168	170	147	147
Other External Contributions	**-**	3	-	-	-
Total Funding	**827**	171	170	147	147
Funding Shortfall	**-**	1,081	1,015	1,000	1,000
Total	**827**	1,252	1,185	1,147	1,147

Open Space Restoration

The City manages diverse open spaces with various levels of development and use. The open spaces range from high quality, high use parcels such as Kiwanis Park and Victoria Park to minimally developed open spaces such as utility parcels, pipeline rights-of-way, and storm channel fringes.

Open Space Restoration - This involves capital investment that returns a deteriorated open space amenity to its original condition. Restoration activities include major turf repair, furniture/fixture replacements, pathway asphalt/aggregate surface repairs, replanting trees and shrub beds, drainage improvements, and the upgrade of surfaces under playground equipment.

Kiwanis Waterfall Park - In 2002, a master plan was developed for this park. The funding in 2011, will be allocated to implement Phase I of the master plan including parking, pathway construction and vegetation management. Funds identified in 2012 will be to initiate Phase II of the master plan, specifically, a retaining wall and bridge.

Wascana View Park Upgrade - This project would create a tree/shrub buffer between a private residence and a play area at Wascana View Park. 11 trees (8 Colorado Spruce, 3 Amur Maple) and 32 shrubs would be planted in the area directly to the side and behind the residence to create a visual and noise screen from the play structure.

Water Features Restoration - The water features (waterfalls, fountains) at Wascana View Park, Kiwanis Waterfall Park, Rotary Park, Lakewood Park, and Rochdale Park have reached the point in their lifecycles where they are not operating as originally designed. A condition assessment, with recommendations for upgrades/replacements, is needed to determine the best course of action at each site.

Multi-use pathway asphalt recapping - There are approximately 30 km of multi-use pathway within the City's open space. The plan is to resurface 3 km/year over a 10 year period to ensure that the pathway surface remains safe and useable.

Athletic Surfaces

Athletic Fields – Ball Diamond Restoration - This represents funding for the restoration and decommissioning of ball diamond backstops in context of The Athletic Field Study.

Irrigation System Improvements – There are approximately 585 hectares of irrigated open space located throughout the city. The inventory of irrigation systems consists of 1,191 water services, 33 pump stations; 28,000 sprinklers; 5,500 valves; 1,000 km of pipe and 850 km of wiring. Projects typically involve lifecycle replacement of quick coupler valves, sprinklers, automated valves, valve boxes, water lines, water service boxes, pump stations, computer system software and hardware, and the decommissioning and abandonment of water service boxes.

Open Space Upgrades and New Development

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **Upgrades and New Development**					
- OSMS Park Upgrades	-	600	600	600	600
- CPTED Improvements	-	25	25	-	25
- Rawlinson Crescent Park	-	1,300	-	-	-
2. **Outdoor Play Amenities**	150	300	300	300	300
Total Expenditure	150	2,225	925	900	925
Capital Funding					
Current Contributions to Capital	150	267	147	115	119
Total Funding	150	267	147	115	119
Funding Shortfall	-	1,958	778	785	806
Total	150	2,225	925	900	925

Open Space Upgrades and New Development

OSMS Park Upgrades – The 2007 Open Space Management Strategy identifies communities deficient in quality and quantity of neighbourhood open space and provides direction for restoration and upgrade of these spaces through the capital program. The cost to upgrade a four hectare neighbourhood park is approximately $600,000.

CPTED improvements – This involves improvements resulting from Crime Prevention Through Environmental Design (CPTED) evaluations. CPTED evaluations are conducted when residents raise concerns from safety and/or program perspectives. The capital program provides for the modification and renovation of existing facilities to assure compliance with current code and safety requirements and to accommodate new and expanded program offerings or enhanced service levels. Lighting, programming, Neighbourhood Watch, and improving visibility of the site through tree and shrub pruning and removal are other techniques employed.

Rawlinson Crescent Park Redevelopment - This is a 4.12 hectare undeveloped open space located between the residences on Rawlinson Crescent and the two new roadway extensions to connect Queen Street and Parliament Avenue. This project will see this area developed to a neighbourhood park level.

Outdoor Play Amenities – This program provides for the removal of existing play apparatus and installation of new equipment to adhere to the Canadian Standards Association Guidelines for Children's Play Spaces; establishing fully accessible play structures at key geographic locations within the city and installing new or emerging outdoor play amenities within neighbourhoods to meet needs and trends. The long term goal is to install an accessible play structure in each of the five geographic zones. Presently, the west and south zones have fully accessible play structures. And the central and north zones require the addition of this equipment. The east zone has fully accessible play equipment for pre-school children and requires an expansion to include an accessible play structure for children ages five to twelve.

Streetscape

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Streetscape Development:					
- Arterial Street Tree Planting	-	225	185	195	205
- Plant Material Establishment Funding	135	135	135	135	135
- Rochdale Blvd. - Median Landscaping	60	-	-	-	-
Total Expenditures	195	360	320	330	340
Capital Funding					
Current Contributions to Capital	-	35	29	27	27
General Fund Reserve	16	-	-	-	-
Servicing Agreement Fees - Parks	179	319	128	128	128
Total Funding	195	354	157	155	155
Funding Shortfall	-	6	163	175	185
Total	195	360	320	330	340

The Regina Urban Forest Management Strategy is the primary planning tool for determining the allocation of resources to tree planting and streetscape projects.

Streetscape Development

Arterial Street Tree Planting - This represents tree planting at city gateways, major arterials, intersections, and underpasses. Streetscape capital projects provide for the design and installation of landscaping along major roadways such as the entrances to the city and ceremonial routes. Landscape development plans for these projects typically include trees, shrubs, grass, flower beds, hard-surface landscaping, irrigation, furnishings, and other amenities.

Plant Material Establishment Funding - This includes the costs of regular watering to ensure newly planted materials survive.

Rochdale Blvd Median Landscaping - This project will complete the median re-construction at Rochdale Boulevard, between Stockton & McIntosh Streets. Curb reconstruction was completed in 2009.

Cemeteries

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Cemetery Improvements and Repairs:					
- Parks and Open Space General Allocation	**100**	130	50	120	70
Total Expenditures	**100**	130	50	120	70
Capital Funding					
Cemetery Reserve	**100**	130	50	120	70
Funding Shortfall	**-**	-	-	-	-
Total	**100**	130	50	120	70

The City owns and operates two cemeteries. The City has operated Regina Cemetery since its opening in 1883. A second cemetery, Riverside Memorial Park Cemetery, was opened in 1953. The cemeteries provide a complete range of interment options, including in-ground interments for traditional and cremated remains and columbaria niches for cremated remains. In 1995, a crematorium was constructed at the Regina Cemetery.

The municipal cemeteries operate on a cost recovery basis. Fees and charges are established to offset annual operating costs, as well as the capital needs of the cemeteries. The Cemetery Management Strategy, approved by City Council in 1996, serves as the primary planning tool in managing the cemeteries operation.

The Cemeteries General Allocation is required to sustain the cemeteries' assets such that the program can continue to effectively operate at its locations. The work typically includes the construction of monument foundations, purchase and installation of columbarium, planting of new trees and shrubs, and irrigation restoration.

Golf Courses

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. **General Golf Course Projects:**					
- Facilities General Allocation at Clubhouse buildings	**60**	80	100	100	70
- Parks and Open Space General Allocation at all Courses	**245**	320	300	270	250
Total Expenditures	**305**	400	400	370	320
Capital Funding					
Golf Course Reserve	**305**	400	400	370	320
Funding Shortfall	**-**	-	-	-	-
Total	**305**	400	400	370	320

The City of Regina owns six golf courses. Five of the courses are maintained by the City. The Craig Golf Course is operated by a private company under agreement with the City. Western Golf Management Ltd. provides the clubhouse and pro-shop services for four of the municipal golf courses. In December 1999, City Council approved the Golf Course Management and Financial Plan for the municipal golf courses (excluding the Craig and Regent). The plan established the capital development strategy for golf courses in the context of course revenues. This capital program reflects the capital development strategy adopted by City Council. A new three-year fee strategy, 2007 – 2010, was approved by City Council in December 2006.

- **Murray Golf Course** – The Murray Golf Course is a mature, fully developed, 18-hole championship golf course located in King's Park northeast of the city. The course layout plays at 6,762 yards and features large greens. The course also includes a driving range, practice chipping green and practice putting green area. The course has a full service clubhouse and pro-shop.

- **Tor Hill Golf Course** – The Tor Hill Golf Course is a mature, fully developed, 27-hole championship golf course located in King's Park northeast of the city. The course layout is 9,337 yards for the 27-holes. The additional 9-holes provide golfers with three different 18-hole opportunities. The course also includes a driving range, a practice chipping green, and a practice putting green. The course has a full service clubhouse and pro-shop.

- **Joanne Goulet Golf Course** – The Joanne Goulet Golf Course is an 18-hole executive length course located in the northwest portion of the city. The course layout follows the Wascana Creek, and plays at 4,944 yards. The course includes a driving range, practice chipping green and a practice putting green area and is complemented by a full service clubhouse and pro-shop. The first nine holes were constructed in 1988 with the nine additional holes completed in 1995.

- **Lakeview Par 3 Golf Course** – The Lakeview course is an 18-hole, par three course located on Kings Road in southwest Regina. The course was constructed in the early 1960s. The course has a small concession, pro-shop, and a putting and chipping area.

The Facilities General Allocation is required to sustain City assets such that City programs can continue to effectively operate at the facilities. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facilities.

The Golf Courses General Allocation is required to sustain the Golf Courses' assets such that the program can continue to effectively operate at its locations. The work typically includes water erosion mitigation, course restoration and improvements, removal and replacement of trees, and irrigation.

Other Capital Projects

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Urban Development Agreement	**500**	-	-	-	-
2. Fleet Acquisitions	**-**	138	-	-	-
3. Radio Systems Upgrade - Replacement of User Gear	**-**	-	-	96	-
Total Expenditures	**500**	138	-	96	-
Capital Funding					
Current Contributions to Capital	**-**	23	-	12	-
General Fund Reserve	**500**	-	-	-	-
Total Funding	**500**	**23**	-	**12**	-
Funding Shortfall	**-**	115	-	84	-
Total	**500**	138	-	96	-

Other Capital Projects

Urban Development Agreement

Urban Development Agreement – The City, Province, and Federal Government have entered into an Urban Development Agreement that provides $10 million over five years, with $2.5 million in funding from each of the City and the Province, and $5 million from the Federal Government and 2010 is the final year of this agreement. All the funding has now been allocated and the agreement achieved its goal of improving and sustaining the quality of life for residence of Regina by funding projects that contribute to the city's economic, social and cultural growth. Projects funded include a feasibility study for Evraz Place (previously IPSCO Place) Revitalization and for the North Central Shared Facility; renovations, theatre conversion design and business plan for the Legion Building; Phase II of Evraz Place Revitalization; Habitat for Humanity ReStore building; Government House; and the Downtown WOW Project.

Fleet Acquisitions

- **16' Parks Turf Mower** - Purchase of 16' riding mower for mowing parks turf. As the hectarage of open space increases, additional equipment is required to meet our maintenance standards. The Department last acquired a wide-area mower in 2003. Since then, Parks has taken responsibility for the maintenance of an additional 35 ha of open space.

- **72" Parks Turf Mower** - Purchase of 72" riding mower for mowing parks turf. As the hectarage of open space increases, additional equipment is required to meet our maintenance standards. The Department last added a 72" mower to its fleet some time prior to 2003. Since then, Parks has taken responsibility for the maintenance of an additional 35 ha of open space.

Radio System Upgrade - replacement of user gear

In 2013, the current radio system, used corporately by Fire, Police, EMS, outside agencies and several internal departments will be replaced with a new system. The Parks & Open Space and Community Services departments will be required to replace any portable and mobile radios that are currently in use and that will not be compatible with the new system. The current system has undergone several upgrades since its inception approximately 10 years ago.

Fire & Protective Services Department

Capital Program Summary

	2010	2011	2012	2013	2014
Capital Expenditures ($000's)					
Front Line Apparatus	-	3,000	1,980	650	880
Support Vehicles	-	400	400	60	-
Service Vehicles	-	90	45	-	-
Other Equipment	535	920	206	2,143	325
Total Expenditures	535	4,410	2,631	2,853	1,205
Capital Funding ($000's)					
Current Contributions to Capital	165	528	417	366	155
General Fund Reserve	370	-	-	-	-
Total Funding	535	528	417	366	155
Funding Shortfall	-	3,882	2,214	2,487	1,050
Total	535	4,410	2,631	2,853	1,205

Front Line Apparatus

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Front Line Apparatus					
- Pumper Rescue Units	-	1,200	-	650	680
- Two Quints	-	1,800	1,980	-	-
- Mechanical Upgrades	-	-	-	-	200
Total Expenditures	-	3,000	1,980	650	880
Capital Funding					
Current Contributions to Capital	-	359	313	83	113
Total Funding	-	359	313	83	113
Funding Shortfall	-	2,641	1,667	567	767
Total	-	3,000	1,980	650	880

In 2008, a front-line fleet replacement strategy was completed. The plan considered options such as leasing, multiple year tenders, federal/provincial grants and partnerships with industry. In the short term, several of our frontline apparatus are becoming costly to maintain, parts are scarce, and in some cases are no longer road worthy. The replacement cycle is designed to replace the existing, aged fire apparatus on a gradual basis, reducing the large swings in funding these investments. 2014 marks the point where the fleet falls in line with its replacement strategy. This funding provides for the following: 2011 – 2 pumper/rescue units and 2 multi-functional apparatus called Quints. These units are equipped with water pumping capability, water tank, aerial ladder, and a compliment of ground ladders and fire hose.

Front-line Apparatus in the Fire & Protective Services Department fleet includes 18 front-line apparatus vehicles, including 13 in-service vehicles and five spare vehicles. These vehicles include:

- Seven pumpers and three pumper/rescues in-service, along with four spare pumpers.
- One ladder truck in-service along with one spare ladder unit.
- One rescue unit in-service.
- One platform unit in-service.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Type of Apparatus
101	1968	---	Mack Custom	Spare Pumper
114	1985	---	Superior Emergency – IHC	Spare Pumper
110	1976	---	Superior Hendrickson	Spare Pumper
111	1976	---	Superior Hendrickson	Spare Pumper
206	1986	2010	Pierre Thibault – IHC	Ladder
205	1979	2010	Pierre Thibault	Spare Ladder
104	1989	2011	Superior Pierce Lance	Pumper
106	1992	2011	Superior Pierce Lance	Pumper
103	2000	2012	Superior Hurricane – E-One	Pumper/Rescue
109	2000	2012	Superior Hurricane – E-One	Pumper/Rescue
105	1994	2013	Superior Pierce Lance	Pumper
102	1998	2014	Superior Hurricane – E-One	Pumper/Rescue
302	1995	2015	Superior	Rescue
402	1996	2016	Superior E-One	Platform/Pumper
115	2004	2019	Superior Hurricane – E-One	Pumper
116	2004	2019	Superior Hurricane – E-One	Pumper
117	2006	2021	Superior Hurricane – E-One	Pumper
118	2006	2021	Superior Hurricane – E-One	Pumper

Support Vehicles

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Support Vehicles					
- Transport/Command Car	-	-	-	60	-
- Rehab Bus	-	200	-	-	-
- Tech Rescue/Mobile Cascade	-	-	400	-	-
- Mobile Command Vehicle	-	200	-	-	-
Total Expenditures	-	400	400	60	-
Capital Funding					
Current Contributions to Capital	-	48	63	8	-
Total Funding	-	48	63	8	-
Funding Shortfall	-	352	337	52	-
Total	-	400	400	60	-

Units in the capital program are replacement units. There are 15 support vehicles in the Fire fleet including several vans, trucks and trailers, equipped for special purposes such as water rescue, investigation or public education. The replacement schedule for support vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
513	1987	Not Replaced	Fire Safe House	Trailer – 8' x 24'
505	1955	2011	GMC	Mobile Command Bus
506	1996	Not Replaced	Ford Cube Van	Public Education

503	1962	2011	GMC	Rehab Bus
509	1987	2012	Superior Emergency – IHC	Tech Rescue/Mobile Cascade
15	2004	2013	Ford Expedition	Chief's Command Unit
511	2005	2015	Ford F350	Wildland Firefighting
512	2006	2016	Ford F350	Wildland Firefighting
23	2005	2017	GMC	Investigation Unit
502	2007	2017	Ford Expedition Max	Command Unit
508	1998	2018	Ford E Super Duty	Water Rescue Van
514	2006	2021	Chevrolet Cutaway Van	Public Information Unit
504	2002	2022	Fort Garry	Water Tanker/Pumper
510	2003	2023	Decon/Hazmat – 35' x 8'	Trailer
515	2007	2027	Water Rescue Boat	Water Rescue Boat

The department has partnered with the Regina Qu'Appelle Health Region to retrofit a retired Command Unit as a Mobile Communications Unit. This unit will provide an alternative, portable emergency communications centre for Fire and EMS personnel should evacuation of the respective communications centres be necessary.

Services Vehicles

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Fire Service Vehicles					
- Administration Van	-	45	-	-	-
- 3/4 Ton-Mechanic	-	45	-	-	-
- Service Truck	-	-	45	-	-
Total Expenditures	-	90	45	-	-
Capital Funding					
Current Contributions to Capital	-	11	7	-	-
Total Funding	-	11	7	-	-
Funding Shortfall	-	79	38	-	-
Total	-	90	45	-	-

All units in the capital program are replacement units. The service truck is used to move equipment from station to station. There are 12 Service Vehicles in the Fire & Protective Services Department including vans and trucks. The replacement schedule for service vehicles is detailed in the following table.

Unit Number	Vehicle Year	Proposed Replacement Year	Vehicle Make	Other Details
17	2001	Not Replaced	Chevrolet ½ Ton Cargo van	Training
7	1995	Not Replaced	GMC Open Box (4WD) ¾ Ton	Utility Truck
3	1991	Not Replaced	GMC Open Box (4WD) ¾ Ton	Medical Training Prop
1	1994	2010	Plymouth Van	Administration Unit
19	1992	2010	Chevrolet Open Box ¾ Ton	Mechanics
25	2006	2012	Ford E250 Van	Service Truck
5	2000	2015	One-Ton Truck	Training
18	2000	2015	Ford F150 – Regular Cab	Building Maintenance
2	2009	2016	Saturn Hybrid Vue	Chief's Unit
26	2007	2017	Ford F250 4x4	Fuel Delivery/Snow Removal
22	1999	2019	Ford E450 Super Duty	Troop Transport
21	2005	2020	GMC Cargo Van	Electrician

Other Equipment

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Other Equipment					
- Fire Capital Maintenance	-	75	75	75	75
- Self Contained Breathing Apparatus	-	780	-	-	-
- Thermal Imaging Cameras	-	65	-	-	-
- Traffic Signal Pre-emption	-	-	106	-	-
- Training Props	-	-	-	250	250
- Wellness/Fitness	-	-	25	25	-
2. Contents of New Station #4	165	-	-	-	-
3. Radio System Fibre Optics-Downtown Loop	370	-	-	-	-
4. Trunked Radio System					
- Infrastructure Upgrade	-	-	-	1,520	-
- User Gear Replacement	-	-	-	273	-
Total Expenditures	535	920	206	2,143	325
Capital Funding					
Current Contributions to Capital	165	110	33	275	42
General Fund Reserve	370	-	-	-	-
Total Funding	535	110	33	275	42
Funding Shortfall	-	810	173	1,868	283
Total	535	920	206	2,143	325

Fire Capital Maintenance – This program consists of two components; apparatus maintenance and equipment replacement. Analysis of fire fleet maintenance identified the need for one major repair of front line apparatus over the course of the unit's lifetime. These repairs can be of varying nature from engine rebuilds to pump replacement, structural repair to aerial ladder preventative maintenance. In some cases, betterment is achieved by purchasing items that can reduce work place injuries, make operations more efficient, reduce on-going costs or retrofit a vehicle to meet new regulations. The equipment replacement component addresses unfunded equipment replacement needs. Equipment life cycle analysis was completed and identified funding gaps based on life expectancy and no identified programs to replace these assets. Items in this category are related to nozzles, fire appliances, tool kits, and specialty items such as gas monitors, water and technical rescue equipment.

Self Contained Breathing Apparatus – The Department currently owns and maintains 100 self contained breathing apparatus (SCBA) and 250 air cylinders. The equipment will reach its life expectancy in 2011 and require replacement. The Department maintains 2.5 to 1, air cylinders to SCBA ratio.

Thermal Imaging Cameras – The department currently has ten thermal imaging cameras. This equipment has proven invaluable in locating heat sources in extreme smoke conditions. In 2002, the Rotary Clubs of Regina purchased the four original cameras in partnership with other local businesses at a cost of $25,000 each. These cameras have an eight-year life expectancy. Funding is for the replacement of four cameras.

Traffic Signal Pre-emption – This is an ongoing project. In 2007, a review of the existing equipment was conducted and additional equipment was purchased. Program expansion is anticipated due to population and property development growth. Additional devices will be needed in order to maintain the response objective. This system allows fire apparatus responding to an incident to control the flow of traffic, thereby improving the response time.

Wellness/Fitness – This program promotes fitness and well-being of employees. The department cost shares fitness equipment with the employee organization and is developing a peer fitness program. Existing equipment is approaching the end of its useful life and will need to be replaced.

Training Props - The department will put forward a business plan for the development of an Academy. Based on this plan, the department will mobilize to put together programs that can be delivered to a targeted market and generate revenues to offset sunk costs for mandatory staff training and development. The props that will be purchased will assist in the delivery of the programs. The plan for the academy should be ready by 2011 which will result in a firm budget and specific props.

New #4 Station Contents – These funds will be used to purchase interior furnishings, appliances and equipment for the new fire station scheduled to open in 2010.

Radio System Fibre Optics – This funding is required to convert radio system from SaskTel T1 leased lines to City of Regina Fibre Optic Network. The trunked radio system currently uses T1 (data) lines leased from SaskTel to connect the various radio locations around the City. Converting to the City of Regina fibre optics network will ensure the most reliable communication system for the organization at a reduced cost over time.

Radio System Infrastructure Upgrade – The Trunked Radio System Infrastructure was upgraded in 2003 and many of the existing components are at the end of their life cycle. This project will facilitate a gradual, financially and technically feasible system migration to the P25 System. Public Safety users require a Public Safety Grade Project 25 (P25) System. P25 is a suite of standards for digital radio communications for use by federal, provincial and local public safety agencies in North America to enable them to communicate with other agencies and mutual aid response teams in emergencies.

Radio System User Gear Replacement – The radio system infrastructure upgrade project will result in user gear upgrades and replacement. The department will need to upgrade 82 portable devices and 61 mobile devices.

Transit Department

Capital Program Summary

	2010	2011	2012	2013	2014
Capital Expenditures ($000's)					
Transit Fleet:					
Transit Buses and Vehicles	**2,440**	4,790	4,400	4,400	4,400
Paratransit Buses	**370**	890	660	660	660
Facilities and Equipment	**100**	400	396	1,050	1,350
Total Expenditures	**2,910**	6,080	5,456	6,110	6,410
Capital Funding ($000's)					
Current Contributions to Capital	**2,770**	992	857	783	828
Debt	**100**				
Transit Equipment Reserve	**40**	-	46	-	-
Total Funding	**2,910**	992	903	783	828
Funding Shortfall	**-**	5,088	4,553	5,327	5,582
Total	**2,910**	6,080	5,456	6,110	6,410

The department is committed to providing Regina residents with professional, accessible, urban transit services through building and maintaining strong partnerships within the community.

In recent years, the majority of capital funding for Transit has been provided by the Federal Public Transit Trust Fund for Saskatchewan. This program ended in 2009 and municipal funding will be required to fund future transit capital investments.

Capital investment in the fleet is required to ensure that transit service is not negatively impacted. Without funds to either repair or replace these buses, a shortage of vehicles may occur and cause service disruptions.

Paratransit also requires its buses to be replaced on a regular basis. Unless investments in replacement vehicles continues, service on the street will also be reduced due to lack of serviceable buses.

Transit Buses and Vehicles

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Purchase new transit buses - average 8 per year	**2,000**	4,000	4,000	4,000	4,000
2. Refurbish transit buses - 4 per year	**400**	400	400	400	400
3. Purchase Two New Smaller Size Buses	**-**	390	-	-	-
4. Supervisor Vehicle	**40**	-	-	-	-
Total Expenditures	**2,440**	4,790	4,400	4,400	4,400
Capital Funding					
Current Contributions to Capital	**2,400**	814	697	564	570
Transit Equipment Reserve	**40**	-	-	-	-
Total Funding	**2,440**	814	697	564	570
Funding Shortfall	**-**	3,976	3,703	3,836	3,830
Total	**2,440**	4,790	4,400	4,400	4,400

Transit Buses and Vehicles

Transit Bus Replacement

New and used low floor transit buses must be purchased. Transit currently operates a fleet of 105 buses. There is a need to have a consistent, ongoing replacement program to ensure that the fleet is up-to-date and reliable. Since 1990 an average of 3.5 buses per year has been purchased. As a result, over 25% of the total units in the fleet are now at a point where they require replacement or significant structural and mechanical rehabilitation in order to continue to operate. A number of units were removed from service in late 2009 and early 2010. This request for capital funding continues a plan started in 2009 that sees eight buses purchased annually for the next five years at a minimum. This provides a balanced approach to fleet replacement. In 2010, there is funding available for only four buses.

Refurbishing Transit Buses

The Transit maintenance operation requires ongoing monitoring and review of the physical condition of the buses in order to identify structural corrosion and failure issues that may lead to safety concerns. Buses must meet the requirements of the annual Highway Traffic Board safety inspection or they cannot be operated. The buses being refurbished under this program include used buses that have been purchased from other transit systems for use over a 3 to 5 year period, and buses in the existing transit fleet. Work could range from minor repairs and paint work, through to a complete structural and mechanical refurbishment. Currently the fleet has over 12 buses out of service pending major work or replacement.

Purchase 2 New Smaller Sized Buses in 2011

Transit plans to purchase two new smaller sized buses for pilot project purposes. These buses will be used to provide transit service in areas of the City that currently do not have service. The type of service would be tailored to fit the needs of the community. The smaller-sized bus would be less intrusive in the neighbourhood than the traditional full sized bus. This project will enhance the ability to address customer service requests.

Supervisor Vehicle

Supervisors need a vehicle that is used to monitor schedule adherence of Operators and to assist Operators on route when needed. The Department has only one vehicle to perform this function. The Supervisor is required to attend operational concerns such as accidents and detours. The requirement to have a Supervisor on the road is a critical aspect of the Transit Department. The current vehicle is nearing the end of its useful life as a heavy use vehicle and needs to be replaced. The average use is approximately 200 kilometres per day. The purchase of the vehicle is funded through the Transit

Equipment Reserve. The current vehicle will be utilized by other Transit staff to meet the Department's business needs which includes the servicing of Transit Agents each month with bus tickets and passes and as a back up for the Supervisors when their vehicle requires servicing or repairs.

The Transit Department has other vehicles, with replacement funded through the Transit Equipment Reserve. The following table provides a list of the vehicles, along with the proposed year of replacement.

Other Transit Vehicles

Year of Purchase	Year of Replacement	Details
1999	2014	Ford 1 Ton Truck
1999	2015	Dodge 1/2 Ton Truck
1978	2017	Ford 4x4 - 1 Ton Truck
2000	2020	Fork Lift
2007	2010	Ford Escape Hybrid

Paratransit Buses

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Purchase new Paratransit buses - Average 6/yr.	**370**	660	660	660	660
2. Expansion of Paratransit Fleet	**-**	230	-	-	-
Total Expenditures	**370**	890	660	660	660
Capital Funding					
Current Contributions to Capital	**370**	107	105	85	85
Total Funding	**370**	107	105	85	85
Funding Shortfall	**-**	783	555	575	575
Total	**370**	890	660	660	660

Paratransit Buses

The Paratransit fleet consists of 30 buses in 2010, with 25 buses scheduled for regular service and five buses available as spares. The expansion of the bus fleet in 2005 and corresponding reduction in the minivan fleet has greatly assisted with providing more scheduling flexibility. The City owns the lift-equipped buses with First Canada ULC maintaining and operating the buses.

Paratransit requires six new vehicles per year as these buses have a five year life expectancy. This standard should be maintained throughout the five-year capital program in order to maintain service levels. The Province has not provided funding for Paratransit buses since 2006. The Paratransit Service uses minivans in addition to the buses. The minivans are supplied, maintained, and operated by First Canada ULC. In 2010, there is funding available for only three buses.

Expansion of Paratransit Fleet in 2011

Transit plans to purchase two new Paratransit buses in addition to the six replacement buses in 2011. Paratransit has many requests for trips that cannot be accommodated with the current Paratransit fleet. In 2009 Paratransit averaged 1,200 requests for trips each month that could not be accommodated. The addition of two Paratransit vehicles and corresponding service hours will greatly assist the service to meet the demand of its customers.

Transit Improvements and Upgrades

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Improved Passenger Amenities	-	150	150	150	150
2. Diesel Exhaust Fluid Infrastructure System	-	50	-	-	-
3. Cash Office Equipment	-	-	46	-	-
4. Transit Improvements	-	200	200	200	200
5. Radio Upgrade	-	-	-	700	-
6. Maintenance Garage Relocation	-	-	-	-	1,000
7. Temporary Transit Hub on 12th Avenue	100	-	-	-	-
Total Expenditures	100	400	396	1,050	1,350
Capital Funding					
Current Contributions to Capital	-	72	55	135	173
Debt	100				
Transit Equipment Reserve	-	-	46	-	-
Total Funding	100	72	101	135	173
Funding Shortfall	-	328	295	915	1,177
Total	100	400	396	1,050	1,350

Facilities used in the delivery of public transit and paratransit services are:

- Transit Operations Centre at 333 Winnipeg Street – This facility includes space for storage and servicing of the buses, along with office or other space for the majority of the Transit staff.
- Transit Garage at 1157 Albert Street – When the Operations Centre was constructed, this facility was retained for repairing and maintaining the bus fleet.
- Transit Information Centre on 11th Avenue – This facility is located in downtown Regina and is used to sell bus passes and tickets, along with providing information on transit routes and schedules.

Temporary Transit hub on 12th Avenue

This involves the relocation of Transit facilities on 11th and 12th Avenues as part of the development of City Square. One aspect of the City Square Project is the creation of a plaza space on the north side of Victoria Park, spilling onto 12th Avenue. This necessitates the removal of the major bus stop now located on the south side of 12th Avenue adjacent to the Park as well as a redesign of how buses and other vehicles will move in and out of the downtown. The major transit stop/hub will be relocated to the two blocks of 12th Avenue between McIntyre and Lorne Streets. This relocation requires that bus stops, customer information, bus shelters and benches be relocated from current bus stop on 12th Avenue adjacent to the Park.

Improved Passenger Amenities

Upgrades to Transit Shelters and customer amenities are required. This project will improve the experience that transit customers have while waiting for their bus. There are a number of locations throughout the City that are transfer points (locations where more than one bus meets to facilitate transfer between routes). In most cases a standard shelter is the only amenity provided at these stops. Enhanced shelters and improved lighting will be provided.

Transit Improvements

This project consists of various upgrades and improvements across the Transit System. Some examples are:

- Maintenance Garage Tooling - An assortment of tooling is required by the Maintenance Garage in order to properly maintain the fleet;
- Bus stop improvements; and

- Bus Stops in New Growth Areas - This program will enable the installation of signage to indicate what streets will be transit routes in the future

Diesel Exhaust Fluid Infrastructure System

Design and installation of a Diesel Exhaust Fluid (DEF) Infrastructure System is required. Effective in 2010 all diesel engines sold must meet reduced emission standards. Meeting these standards has been accomplished by equipping the new engines with Selective Catalytic Reduction (SCR) and the use of Diesel Exhaust Fluid (DEF). A 2% DEF blend is required in order for these engines to meet emission standards. Buses manufactured in 2010 with the new emission compliant engines will be equipped with a separate tank for DEF. These tanks are replenished at time of routine fuelling. Regina Transit will receive buses in 2011 that will require the use of DEF.

Cash Office Equipment

The Cash Office equipment has a life expectancy of eight years. This project is funded through the Transit Equipment Reserve. This equipment sorts, counts and wraps coin received as fare. The equipment also processes coin revenue from City recreation centres and parking meters. There is approximately 3 million dollars of coin being processed annually through the equipment. Failure to replace the cash sorter and wrapper will result in increased frequencies of breakdowns due to moving parts wearing out.

Radio System Upgrade

This capital project is a corporate initiative for 2013 and the budgeted amount is required for replacing the outdated radios currently used by Transit. The radio system is a key communication tool at Transit. The radios are used by Transit Operators, Supervisors, Maintenance, Administration and Paratransit staff and are essential in day to day operations and emergency situations. The Department is required to replace 150 mobile radios, eight hand held radios, and three base stations. The current equipment is obsolete, parts for the radios are scarce and technical support is being discontinued. This project requires the coordination among various City departments through the Radio Management Committee

Maintenance Garage Relocation

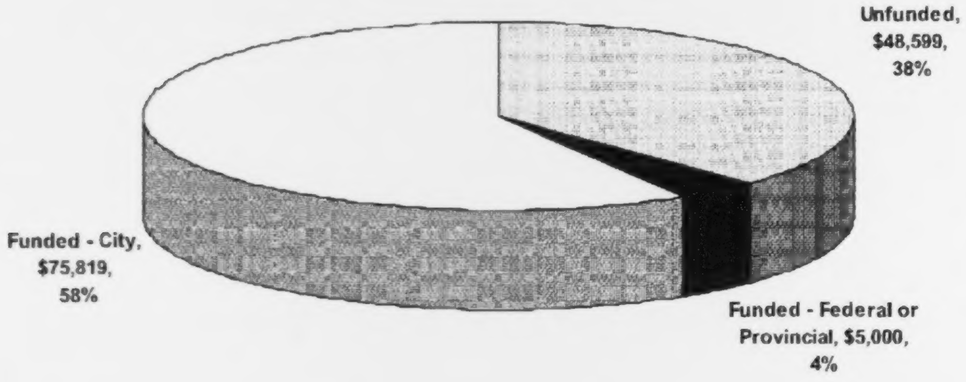
The upgrade to the Transit Operations Centre to include a heavy repair section is required. The Transit Operation and Transit Maintenance facilities operate in separate locations that are approximately five kilometres apart. Transferring buses between the 2 locations requires the equivalent of 1.3 full time employees and costs the Department approximately $100,000 annually. Productivity in repairing buses is lost as mechanics are assigned to transferring buses from one garage to the other.

Planning & Development Division

Capital Program Summary

	2010	2011	2012	2013	2014	Five Year Total
Capital Expenditures ($000's)						
Roadways Network Improvements	**6,650**	37,345	4,950	17,550	5,300	71,795
Land Development	**1,595**	1,280	3,300	1,000	-	7,175
City Centre Development	**2,892**	5,894	16,047	10,830	14,785	50,448
Total Expenditures	**11,137**	44,519	24,297	29,380	20,085	129,418
Capital Funding ($000's)						
Current Contributions to Capital	**280**	1,313	2,460	2,433	1,742	8,228
Land Development Reserve (Proposed)	**1,095**	1,270	2,375	872	-	5,612
Social Development Reserve	**1,400**	1,500	1,500	1,500	1,500	7,400
Contributions from Developers	**435**	4,566	-	-	2,725	7,726
Other External Contributions	**-**	6,500	-	-	-	6,500
General Fund Reserve	**718**	-	-	-	-	718
Servicing Agreement Fees - Roads	**5,734**	18,148	4,338	8,451	1,910	38,581
Provincial Territorial Base Fund	**300**	4,700	-	-	-	5,000
Servicing Agreement Fees - Parks	**1,175**	984	262	450	-	2,871
Total Funding	**11,137**	38,981	10,935	13,706	7,877	82,636
Funding Shortfall	**-**	5,538	13,362	15,674	12,208	46,782
Total	**11,137**	44,519	24,297	29,380	20,085	129,418

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Land Development

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. North Argyle Land Development	**400**	-	1,000	1,000	-
2. Ross Industrial Land Development Phase I	**575**	-	-	-	-
3. Ross Industrial Land Development Phase II	**-**	1,200	1,500	-	-
4. Long Term Property Purchase			800		
5. Riverside Land Development Study	**100**	-	-	-	-
6. Parliament/Queen Lot Servicing	**20**	80	-	-	-
7. OCP Study	**500**	-	-	-	-
Total Expenditures	**1,595**	1,280	3,300	1,000	-
Capital Funding					
Current Contributions	**-**	10	165	128	-
Land Development Reserve	**1,095**	1,270	2,375	872	-
General Fund Reserve	**375**	-	-	-	-
Service Agreement Fees - Roads	**100**	-	760	-	-
Service Agreement Fees - Parks	**25**	-	-	-	-
Funding Shortfall	**-**	-	-	-	-
Total	**1,595**	1,280	3,300	1,000	-

The City undertakes the development of land in the Ross Industrial Park, North Argyle Park, and other areas, as owner; and is responsible for the developer's share of infrastructure costs. The North Argyle Park project sets out estimated costs for the continued planning, consulting, and development for the subdivision. All funds for industrial land development are sourced from the General Fund Reserve. Establishment of a Land Development Reserve to support these expenditures in the future is proposed.

Detailed Description of Land Development Projects 2010-2014:

North Argyle Land Development
The project will maximize the value of existing land and ensure the land is available to enable growth. The project will fulfill the expected demand for land in this area with development phased over a few years. The funds will support servicing of the land to accommodate residential and commercial demand. Funding for this project is from the General Fund Reserve.

Ross Industrial Land Development
Phase I
This project includes building the infrastructure required to service industrial lands in Ross Industrial Phase I. The City is the primary developer of industrial lands and this project will ensure supply of industrial land is available at a reasonable cost. The project will fulfill the expected demand for land in this area with development phased over a few years and will generate revenue for the City. Funding for this project is currently from the General Fund Reserve.

Phase II
This project includes building the infrastructure required to service industrial lands in Ross Industrial Phase II. The City is the primary developer of industrial lands and this project will ensure supply of industrial land is available at a reasonable cost. The project will fulfill the expected demand for land in this area with development phased over a few years and will generate revenue for the City. Funding for this project is currently from the General Fund Reserve.

Long term Property Purchase
The City plans to acquire lands for future expansion of industrial serviced land, or for the extension of civic infrastructure.

Riverside Land Development Study

This project includes a study to evaluate the market demand and feasibility of developing the city owned lands in the Riverside area. The project will provide guidance with respect to the future use of the land and will provide opportunity to maximize the value of the land to generate revenues for the City. Funding for this project is from the General Fund Reserve.

Parliament/ Queen Lot Servicing

This project includes the design and construction of utility services to City owned land adjacent to Parliament Avenue and Queen Street. The land has not been serviced because public utilities have not been available to the area. Once the extension of Parliament Avenue from Argyle Street to Lewvan Drive proceeds, the utilities will be installed for the purpose of developing this land for residential or commercial use. The developed land will then be sold to generate revenues for the City. Funding for this project is from the General Fund Reserve.

OCP Study

This project will result in a new Official Community Plan (OCP) for Regina, replacing the Regina Development Plan. The OCP will describe what kind of city Regina intends to become and include a policy framework that will guide how it will get there in the context of the city's physical, environmental, economic, social, and cultural development. Developing the OCP will require data collection and analysis, public engagement and consultation, growth scenario development, and policy development, refinement and testing along with communications and change management components. The project will include the development of a Transportation Master Plan that will review of the existing and future transportation network, identifies problem areas and develops solutions. The Transportation Master Plan will also explore transportation demand management techniques and will develop a bike/pathway network. 25% of the funding for this project will come from Service Agreement Fees – Roads and Parks. The remaining 75% will be funded from the General Fund Reserve.

City Centre Development

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Affordable Housing Capital Contribution	**1,400**	1,500	1,500	1,500	1,500
2. Downtown Neighbourhood Plan - Planning & Conceptual Design Projects	**-**	1,567	650	250	150
3. Downtown Neighbourhood Plan - Urban Design & Construction Projects	**142**	1,075	6,775	5,975	12,575
4. Downtown Neighbourhood Plan - City Square WOW Project	**1,350**	950	5,000	-	-
5. Downtown Storefront Office for City Centre	**-**	-	-	45	-
6. Lorne Street Revitalization	**-**	-	207	1,250	-
7. Montreal Street Greenway	**-**	137	415	310	310
8. Neighbourhood Plan Preparation	**-**	250	250	250	250
9. Scarth Street Revitalization	**-**	415	1,250	1,250	-
Total Expenditures	**2,892**	5,894	16,047	10,830	14,785
Capital Funding					
General Fund Reserve	**342**	-	-	-	-
Current Contributions to Capital	**-**	1,003	2,069	1,139	1,705
Service Agreement Fees - Parks	**1,150**	75	262	450	-
Social Development Reserve	**1,400**	1,500	1,500	1,500	1,500
Total Funding	**2,892**	2,577	3,831	3,089	3,205
Funding Shortfall	**-**	3,317	12,216	7,742	11,581
Total	**2,892**	5,894	16,047	10,830	14,785

Detailed Description of City Centre Development Projects 2010-2014:

Affordable Housing Capital Contribution

The Social Development Reserve was established to support affordable and social housing development in the city. Funds are generated through the sale of land under a joint sales agreement with the Province. Funds must be used for affordable housing development under the terms of the agreement. The Housing Incentives Policy approved by Council in 2009 establishes support at $10,000 per unit, subject to the availability of funds. The capital contribution may be stacked with City tax exemptions in Inner City areas and with Federal and Provincial programs. These funds, combined with other programs, encourage sustainable, cost-effective development, maximizing the number of units, and designs that reflect the character of the neighbourhood.

Downtown Neighbourhood Plan Implementation (DNP) - Planning and Conceptual Design Projects

The Downtown Neighbourhood Plan identifies a series of consulting projects necessary to successfully implement the plan and stimulate private investment. These projects include: Employment and Market Composition Studies, Comprehensive Parking Strategy, Downtown Housing Strategy and Pilot Projects, Servicing Review for Infrastructure Capacity, Facade Renewal Incentives Program, Signage and Wayfinding Strategy, and a Heritage Features Review/Program. The City's Current Contribution to Capital funds this project.

Downtown Neighbourhood Plan Implementation (DNP) - Urban Design and Construction Projects

A series of strategic urban design and construction projects will spur private investments and future capital investments in the downtown, as recommended in the Downtown Neighbourhood Plan. These projects include: Albert Street Urban Design Upgrades (Victoria Avenue to 13th Avenue - Pilot Project), Downtown Streetscaping, 12th Avenue Transit Corridor and Services Facility, Victoria Avenue Ceremonial Route, Queen Elizabeth Court, and Incentives Partnerships. A senior project manager, technical support, and best practices training and capacity building will be required to implement these projects. The City's Current Contribution to Capital funds this work.

Downtown Neighbourhood Plan Implementation- City Square Project
The City Square project is the redevelopment of Victoria Park and the surrounding streets to create a festival square capable of supporting increased activities both in the park and on new hard surface plazas adjacent to the park. It includes the development of a festival plaza on 12th Avenue and major upgrades to Victoria Park as well as the conversion of 11th and 12th Avenues to two-way traffic and the relocation of Regina Transit routes and facilities. This project is identified in the Downtown Neighbourhood Plan as the first capital investment to be made by the City in the downtown and is one of the City's corporate priorities. Funding is provided from Current Contributions to Capital, Servicing Agreement Fees (Parks and Recreation) and an Urban Development Agreement grant.

Downtown Storefront Office for City Centre Branch
Establishment of a storefront office for the City Centre Branch will improve Downtown Neighbourhood Plan implementation through enhanced collaboration opportunities with key stakeholders and the community. A storefront office in the downtown will signify the key point of contact role City Centre Branch must play to coordinate cross-departmental and cross-agency collaboration and cooperation. Opportunities to stimulate other Downtown Neighbourhood Plan project implementation are also anticipated, including: facade renewal and improvement; heritage management; Civic Heart Revitalization working group; Business - Artist collaboration. The City's Current Contributions to Capital funds this initiative.

Lorne Street Revitalization
The Lorne Street Revitalization is a redevelopment of the public realm along Lorne Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees, site furnishings and a pocket park, including land acquisition. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Montreal Street Greenway
The Montreal Street Greenway is a redevelopment of the public realm, primarily along Montreal Street, from 11th Avenue to Broadway Avenue. A preliminary concept plan done as part of the draft Core (Heritage) Neighbourhood Sustainability Action Plan (2009) illustrates enhanced streetscaping to improve pedestrian linkages within the neighbourhood and to the commercial area south of the neighbourhood (on Broadway Avenue). The greenway will become a north-south focal point (spine) for the neighbourhood. The enhancements would accommodate better pedestrian flow. A more detailed design and public consultation process will determine the scope of the work. The City's Current Contribution to Capital funds this project.

Neighbourhood Plan Preparation
Preparation of new neighbourhood plans and updating existing neighbourhood plans will lead to more strategic capital investments in the City Centre area. In addition, this work will prepare the way for significant private sector, non-profit sector, and public sector (including senior government) investments in infill development in these neighbourhoods. Neighbourhood plans are an important piece of the hierarchy of plans included in the Official Community Plan. In many cases, existing neighbourhood plans are over 20 years old. To be effective and in order to support successful implementation of the Downtown Neighbourhood Plan, plans for those neighbourhoods immediately bordering the downtown must be contemporary and aligned. The City's Current Contribution to Capital funds this project.

Scarth Street Revitalization
The Scarth Street Revitalization is a redevelopment of the public realm along Scarth Street from Victoria Avenue to College Avenue. The enhancements would create a more pedestrian-friendly environment and would include sidewalk widening, curb extensions, public art, pedestrian level lighting, new street trees and

site furnishings. The project was initiated by recommendations in the Wascana Centre Authority Master Plan (1999 & 2006) and the Regina Downtown Development Plan (Regina Market Square, 1999). Eighteen percent of the costs of this project will be from Servicing Agreement Fees (Parks and Recreation) and the remaining 82% from Current Contributions to Capital.

Roadway Network Improvements

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. 9th Ave. North from McCarthy Blvd.	**600**	9,400	-	-	-
2. Argyle St. North (Pipeline) to Rochdale Blvd.	**-**	2,260	-	-	-
3. Argyle St. North (Sangster Blvd. to North of Pipeline)	**-**	1,650	-	-	-
4. Courtney St. (Dalgliesh to Mapleford - East Side)	**4,600**	-	-	-	-
5. Courtney St. (Sherwood Dr. to 1st Ave. North)	**-**	4,250	-	-	-
6. Diefenbaker Dr. (McCarthy Blvd. to Skyview Access)	**-**	-	1,750	-	-
7. Fleet St. Extension (CPR Mainline to Ross Ave.)	**-**	-	-	200	1,800
8. Gordon Road Extension (James Hill Rd. to Campbell St.)	**-**	-	-	-	1,000
9. Lewvan Dr. and Parliament Ave. Intersection Improvements	**1,450**	-	-	-	-
10. Lewvan Dr. and Dewdney Ave. Intersection Modifications	**-**	-	250	2,500	-
11. Parliament Ave. Extension (Argyle St. to Lewvan Dr.)	**-**	4,000	-	-	-
12. Parliament Ave. Extension (Harbour Landing Dr. to James Hill Rd.)	**-**	2,300	-	-	-
13. Pasqua St. and Ring Rd. Interchange Design and Ramps	**-**	-	1,000	4,000	-
14. Pasqua St. Corridor Improvements (Ring Rd. to North of Rochdale Blvd.)	**-**	-	350	3,150	-
15. Pasqua St. Widening (Sherwood Dr. to Ring Rd.)	**-**	-	-	2,500	-
16. Prince of Wales Dr. (Eastgate Dr. to Dewdney Ave.)	**-**	200	1,300	-	-
17. Ring Rd. Widening (Albert St. to McDonald St.)	**-**	-	-	500	2,500
18. Rochdale Blvd. Extension (existing to Argyle St.)	**-**	1,785	-	-	-
19. Victoria Avenue East (Fleet St. to City Limits)	**-**	11,500	-	-	-
20. Wascana Pkwy. And Hwy 1 Interchange	**-**	-	300	4,700	-
Total Expenditures	**6,650**	37,345	4,950	17,550	5,300
Capital Funding					
Current Contributions to Capital	**280**	301	227	1,167	37
Provincial/Territorial Base Fund	**300**	4,700	-	-	-
Servicing Agreement Fees - Roads	**5,634**	18,148	3,577	8,451	1,910
Servicing Agreement Fees - Parks	**-**	909	-	-	-
Contributions from Developers	**435**	4,566	-	-	2,725
General Fund Reserve	**1**	-	-	-	-
Other External Contributions	**-**	6,500	-	-	-
Total Funding	**6,650**	35,124	3,804	9,617	4,672
Funding Shortfall	**-**	2,221	1,146	7,933	628
Total	**6,650**	37,345	4,950	17,550	5,300

Roadway Network Improvements consist of new road construction for locations approved as part of the Regina Road Network Plan. The majority of the locations are adjacent to new development areas and are partially funded by Servicing Agreement Fees. Developers fund construction of new local and collector streets. The following table provides information on new road development (in kilometres) since 1993.

New Roads (Kilometres)

Year	City Funded	Developer Funded	Total
1993	-	3.5	3.5
1994	0.6	4.9	5.5
1995	0.9	2.1	3.0
1996	0.2	2.2	2.4
1997	0.4	1.7	2.1
1998	-	2.3	2.3
1999	0.8	3.7	4.5
2000	-	2.5	2.5
2001	0.6	3.6	4.2
2002	0.3	3.8	4.1
2003	-	4.2	4.2
2004	-	4.2	4.2
2005	0.4	8.9	9.3
2006	-	5.6	5.6
2007	3.5	9.6	13.1
2008	-	6.4	6.4
Total	7.7	69.2	76.9

Projects in the 2010 – 2014 General Capital Program include:

9th Avenue North (McCarthy Boulevard to West Highway Bypass)

This project includes the detailed design and construction of 9th Ave. N. from McCarthy Blvd to Pinkie Road / West By-Pass. It may include road construction, relocation of utilities, landscaping and a railway crossing. This project will help meet long term transportation needs related to the Global Transportation Hub and North West Regina. Funding for this program is provided through 50% PT Funding and 50% Roads and Related Servicing Agreement Fees.

Argyle Street North (Pipeline to Rochdale Blvd)

This project includes the detailed design and construction of Argyle Street N. from north of the Pipeline to Rochdale Blvd. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Argyle Street North (Sangster Blvd to North of Pipeline)

This project includes the detailed design and construction of Argyle Street N. from Sangster Blvd. to north of the Pipeline. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 50% Current Contributions to Capital and 50% from Developer Contributions.

Courtney St (Dalgliesh to Mapleford - East Side)

This project includes the detailed design and construction of the east half of Courtney Street. It will include road construction, relocation of utilities, as well as property acquisition and coordinates with construction of drainage ditches and detention ponds. The road construction will help meet long term transportation needs in NW Regina while the drainage improvements will provide interim drainage to service the communities of Skyview and Lakeridge North and long-term drainage needs of the road right of way. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Courtney St (Sherwood Dr to 1st Ave N)
This project includes the detailed design and construction of the west half of Courtney Street and coordinates with a pathway from Sherwood Drive to the existing Devonian Pathway near Dorothy Street. It will include road construction, relocation of utilities, construction of a bridge and landscaping. The road construction will help meet long term transportation needs in NW Regina by providing improved access to Fairways West and future long term connectivity to Dewdney Avenue. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Diefenbaker Drive (McCarthy Blvd. to Skyview Access)
This project includes the detailed design and construction of Diefenbaker Drive from McCarthy Blvd. to the east Skyview access/Balzer Road. It will include road construction and landscaping. The road construction will help meet long term transportation needs in NW Regina by providing a second access into the Skyview subdivision. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Fleet Street Extension (CPR Mainline to Ross Ave)
This project includes the detailed design and construction of Fleet Street from Cavendish Street to Ross Ave. It may include road construction, relocation of utilities, intersection changes at Ross Avenue and Fleet Street and construction of a railway crossing. The road construction helps facilitate further development in Ross Industrial Park by providing a connection to east Regina, while alleviating congestion on Dewdney Avenue and Ring Road. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Gordon Road Extension (James Hill Rd. to Campbell Street)
This project includes the detailed design and construction of Gordon Road from James Hill Rd. to Campbell Street. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development in Harbour Landing. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Lewvan Dr. and Parliament Ave. Intersection Improvements
This project includes the construction of Lewvan Dr. and Parliament Ave. intersection to Pasqua Street. It may include addition of lanes, relocation of utilities, landscaping and construction of pathways. Intersection improvements are essential to facilitate development in Harbour Landing. Funding for this program is provided through 3.5% Current Contributions to Capital, 66.5% Roads and Related Servicing Agreement Fees and 30% from Developer Contributions.

Lewvan Dr and Dewdney Ave Intersection Modifications
This project includes the detailed design and construction of capacity improvements at the Lewvan Dr. and Dewdney Ave. intersection. It may include addition of turn lanes, relocation of utilities and detours. The improvements will help improve capacity and meet long term traffic growth associated with development in NW Regina. Funding for this program is provided through 59.5% Current Contributions to Capital and 40.5% Roads and Related Servicing Agreement Fees.

Parliament Ave extension (Argyle St to Lewvan Dr)
This project includes the construction of Parliament Avenue from Argyle Street to Lewvan Dr. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction will help meet long term transportation needs in SW Regina by providing a second arterial access into Harbour Landing subdivision. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Parliament Ave. Extension (Harbour Landing Dr. to James Hill Rd.)
This project includes the detailed design and construction of Parliament Ave. from Harbour Landing Dr. to James Hill Rd. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development in Harbour Landing. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Pasqua Street and Ring Road Interchange Design and Ramps
This project includes the detailed design and initial stages of construction for an interchange at the Pasqua Street and Ring Road intersection. This phase of the project may include construction of a bridge and ramps, relocation of utilities, construction of an interim intersection and detours. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with development in NW Regina. Funding for this program is provided through 82% Current Contributions to Capital and 18% Roads and Related Servicing Agreement Fees.

Pasqua Street Corridor Improvements (Ring Road to North of Rochdale Blvd)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor. It may include addition of vehicle lanes along or intersecting the corridor and construction of future interchange ramps at the intersection of Pasqua Street and Ring Road. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in NW Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Pasqua Street Widening (Sherwood Dr to Ring Road)
This project includes the detailed design and construction of capacity improvements along the Pasqua Street Corridor. It may include addition of vehicle lanes, purchasing of right of way for the new lanes, closing of median breaks, addition of turn lanes or construction of future interchange ramps. The capacity improvements will provide an interim solution to manage increases in traffic associated with development in NW Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Prince of Wales Dr. (Eastgate Dr. to Dewdney Ave.)
This project includes the detailed design and construction of the east half of the existing Prince of Wales Drive. It may include addition of vehicle lanes, relocation of utilities and landscaping. The addition of these lanes will serve to meet increased traffic demands resulting from development in East Regina. Funding for this program is provided through 5% Current Contributions to Capital and 95% Roads and Related Servicing Agreement Fees.

Ring Road Widening (Albert Street to McDonald Street)
This project includes the detailed design and construction of a third eastbound lane along the Ring Road which is anticipated to be operating at or near its maximum capacity in the coming years. It may include addition of vehicle lanes, widening and lengthening of ramps, relocation of railway crossing lights, signs and utilities and reconstruction of bridge embankments. The capacity improvements will provide a permanent solution to manage increases in traffic associated with pending development in Ross Industrial Park as well as N.W. Regina. Funding for this program is provided through 15% Current Contributions to Capital and 85% Roads and Related Servicing Agreement Fees.

Rochdale Blvd extension (existing to Argyle Street)
This project includes the detailed design and extension of Rochdale Blvd. to Argyle Street. It may include road construction, relocation of utilities, landscaping and construction of pathways. The road construction is essential to facilitate development to the north of Argyle Park. Funding for this program is provided through 2% Current Contributions to Capital, 38% Roads and Related Servicing Agreement Fees and 60% from Developer Contributions.

Victoria Ave E. (Fleet Street to City Limits)
This project includes the construction of widening along Victoria Ave. E and the replacement of bridges at Pilot Butte Creek. It may include addition of vehicle lanes, intersection upgrades, realignment of Eastgate Drive, bridge replacement, pathway construction and landscaping. The capacity improvements will provide a long term solution to manage increases in traffic associated with development in East Regina and bedroom communities. The bridge construction will replace aging infrastructure that is approaching the end of its useful life. The pathway will help complete a missing portion of the TransCanada Trail. Funding for this program is provided through 6.5% Current Contributions to Capital and 37% Roads and Related Servicing Agreement Fees and 56.5% from Provincial Funding.

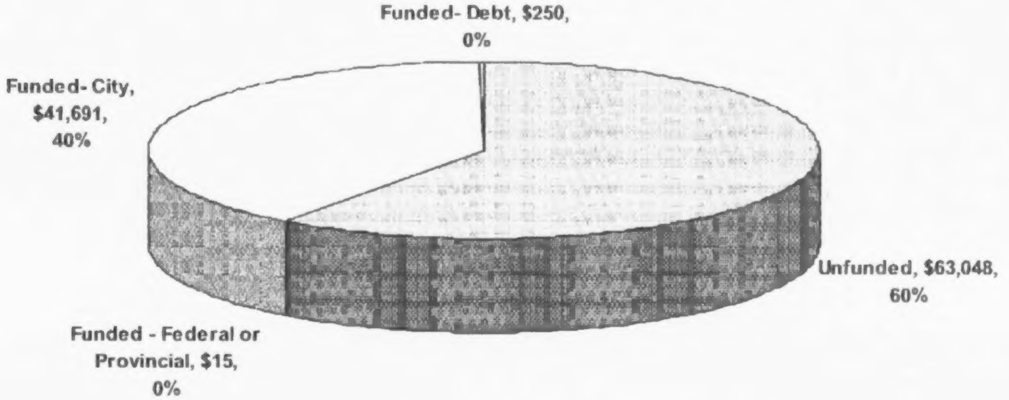
Wascana Parkway and Hwy #1 Interchange Loops
This project includes the detailed design and construction of interchange loops at the Wascana Pkwy. and Highway 1 By-Pass interchange which experiences significant queuing and operational concerns related to traffic bound to the University and SIAST. It may include construction of ramps, relocation of utilities and changes to the traffic control signals. The capacity improvements will provide a permanent solution to meet long term traffic growth associated with expansion at the University of Regina, SIAST and SE Regina. Funding for this program is provided through 82% Current Contributions to Capital and 18% Roads and Related Servicing Agreement Fees.

Corporate Services Division

Capital Program Summary

	2010	2011	2012	2013	2014	Five Year Total
Capital Expenditures ($000's)						
Fleet	**4,624**	4,897	5,160	5,019	4,888	24,588
Facilities	**5,469**	22,307	15,209	15,153	11,859	69,997
Information Technology	**1,624**	4,396	2,064	1,260	1,075	10,419
Total Expenditures	**11,717**	31,601	22,433	21,432	17,821	105,004
Capital Funding ($000's)						
Current Contributions to Capital	**5,984**	3,256	2,546	2,072	1,647	15,504
Debt	**250**	-	-	-	-	250
Equipment Replacement Reserve	**4,624**	4,897	5,160	5,019	4,888	24,588
Employer Provided Parking Reserve	**100**	100	100	100	100	500
Technology Reserve	**399**	-	-	25	-	424
Asset Revitalization Reserve	**335**	-	-	-	-	335
General Fund Reserve	**25**	-	-	-	-	25
Servicing Agreement Fees - Parks	**-**	300	-	-	-	300
Private Sports Groups	**-**	15	-	-	-	15
Other Provincial Grants	**-**	15	-	-	-	15
Total Capital Funding	**11,717**	8,583	7,806	7,216	6,635	41,956
Funding Shortfall	**-**	23,018	14,627	14,217	11,187	63,048
Total	**11,717**	31,601	22,433	21,432	17,821	105,004

The following chart shows the identified capital requirements for the Division over the next five years, and reflects the current funding sources as well as the funding gap.



Fleet Services

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures by Division					
1. Community & Protective Services	**861**	874	764	1,754	1,519
2. Corporate Services	**312**	292	388	278	254
3. Public Works					
- Environmental Services	**48**	1,593	1,472	1,388	816
Roadway Operations	**1,555**	1,862	1,739	250	1,607
- Transportation and Material Services	**81**	50	197	702	178
- Water and Sewer Services	**1,683**	144	516	564	430
Replacement Program Totals	**4,540**	4,813	5,076	4,935	4,804
Small Tools	**84**	84	84	84	84
Total Expenditures	**4,624**	4,897	5,160	5,019	4,888
Capital Funding					
Equipment Replacement Reserve	**4,624**	4,897	5,160	5,019	4,888
Total	**4,624**	4,897	5,160	5,019	4,888

The Fleet Services Department of the Corporate Services Division manages all City vehicles and equipment, excluding those used by the Transit and Fire Departments and the Regina Police Service. Currently, the fleet consists of 980 active vehicles and equipment units. There are also about thirty-five replaced units that have been retained on a temporary basis to meet operational requirements. The Fleet Services Department is also responsible for the management and operation of the Small Tools and Equipment program, which includes 720 powered hand tools such as string trimmers, chainsaws, walk behind mowers, pumps, etc.

Each year, the Fleet Services Department prepares a fleet replacement plan for the upcoming budget year using a collaborative process with client departments. The needs of client departments must be clearly understood, and Fleet Services' responsibility is to identify equipment and technology that can cost-effectively perform the tasks required. Ongoing replacement or renewal of fleet assets is required to ensure the fleet is available when needed, reliable, suitable, and cost effective.

There are three fundamental reasons why the fleet needs to be constantly renewed.

- Regular and adequate capital investments must be made to replace the fleet life used up in any given period. If not done, the result will be a downward spiral of increasing age, increasing cost, and decreasing reliability. Systematic, orderly, and ongoing replacement will ensure that the fleet retains its value as a productive asset that supports all client departments' operations.

- The average age of the fleet must be managed with care. Young fleets and old fleets exhibit different cost patterns, and it is easy to assume that the maintenance cost reductions for a young fleet are sustainable when in reality they are nothing more than provisions for the higher operating costs that come with the later years of the vehicle's economic life. An old fleet will present the opposite – it is difficult to maintain control when irregular replacement causes fleet average age to swing from young to old.

- Fleet performance is all about reliability, availability, productivity, and predictable costs. Every vehicle experiences deterioration and obsolescence. In the end, while competent policies for maintenance, repair and rebuild extend life, replacement is the only way to revitalize the fleet and maintain productive capacity.

In 2010, 74 fleet vehicles and mobile equipment units will complete their economic life. The budgeted replacement cost is $4,540,000. Replacement of these units will preserve an acceptable average fleet age and maintain acceptable vehicle availability, safety, reliability, productivity, and maintenance costs.

Summary Level Review by Equipment

Capital Summary ($000's)	2010	2011	2012	2013	2014
Equipment Type					
1. Heavy Equipment	**2,805**	1,696	2,136	2,623	1,365
2. Heavy Trucks	**-**	1,773	1,559	335	2,251
3. Light Industrial and Turf Equipment	**1,109**	712	716	1,511	918
4. Light Trucks	**556**	545	521	336	114
5. Trailers	**70**	88	144	130	156
Replacement Program Totals	**4,540**	4,813	5,076	4,935	4,804
1. Small tools	**84**	84	84	84	84
Annual Total Expenditures	**4,624**	4,897	5,160	5,019	4,888

Replacement Criteria

Equipment replacement analysis involves determining the optimum economic life or "replacement cycle" for each type of equipment. This identifies the period in the life of the equipment where the equivalent annual cost is lowest. It is also recognized that individual vehicles can have unique lifecycles, depending on usage and operating environments.

The methodology for developing replacement criteria includes consideration of the following factors:

- **Service Life** – The length of time that the unit is capable of delivering its designed level of service. Deterioration is the degree to which the performance of the existing vehicle has declined in terms of reliability, uptime, and repairability.

- **Technological Life** – The decline in productivity of a unit compared with a new design in so far as productivity, quality of work performed, simplicity of operation, fuel efficiency, safety, and environmental compliance are concerned. Some factors, such as current workloads, deteriorating reliability, and increasing operating costs can be quantified. Others, such as future workloads, the benefits of the latest technologies, and improved productivity can only be estimated.

- **Economical Life** – The length of time the average annual cost of a unit declines or remains at a minimum. The financial aspects of the purchase decision, the future owning and operating costs of the existing vehicle, and the expected minimum lifecycle owning and operating costs of the replacement unit are all important. They must not, however, drive the decision and produce results that make no sense from an operational or mechanical point of view. It makes little sense to hold onto a vehicle for which there is little or no work simply because a substantial amount may have been spent recently on repairs.

- **Downtime Sensitivity** – The effect on program delivery when the equipment is not available for use. Analyzing the operational aspects of the decision to sell one piece of equipment and invest in another ensures that the decision is integrated in the best interests of the City as a whole.

Fleet Distribution, Composition and Size

Replacement provides the opportunity to evaluate the composition and size of the fleet. It is important to take a broad view and use the opportunity to adjust the fleet so that it supports the client department's long-term operational plans. The fleet must be constantly adjusted to ensure that it can produce the quantity and quality of work needed to achieve client department's operational goals. Adjustments to the fleet made possible by replacing identified units must be made in a rational way with the objective of maximizing the utilization of the core fleet and using short-term rentals or other arrangements to accommodate peak demands.

Fleet Distribution

Division	Fleet Size	Equipment Type	Units
Public Works	448	Light Trucks	349
Community & Protective Services	362	Heavy Trucks	125
Corporate Services	166	Heavy Equipment	139
Planning & Development	4	Turf and Light Equipment	238
		Trailers	129
Fleet Total	**980**		**980**

These figures include previously approved additions but do not include any new vehicles or equipment proposed to be added to the fleet.

Planned Acquisitions and Disposals

(Does not include additions to the fleet that may be proposed by client departments)

		Planned Annual Turnover				
	Number of Units	2010	2011	2012	2013	2014
Light Trucks	349	23	15	11	9	4
Turf & Light Equipment	238	30	27	26	42	23
Heavy Trucks	125	-	9	8	2	11
Heavy Equipment	139	16	9	10	13	6
Trailers	129	5	2	11	9	18
Total Fleet	980	74	62	66	75	62

Fleet Replacement and Rationalization

Fleet replacement decisions should be integrated with business planning. Business planning drives the operational aspects of fleet requirements. The client department makes its best estimates of the work that it will be performing and evaluates equipment needs based on those estimates. Integrating equipment replacements with client department business plans provides for systematic decisions that recognize financial constraints, maximize fleet utilization, and minimize fleet costs. Good replacement decisions also consider the operational, mechanical, and financial aspects of continued ownership of the existing vehicle as well as all alternatives.

Fleet requirements are somewhat dynamic and a process must be in place to manage changing needs. The Fleet Utilization Review Committee reviews all proposed acquisitions of additional or replacement equipment and requested retention of replaced equipment. The following controls are used to manage the fleet size:

- Departments are required to present a business case to the Fleet Utilization Review Committee when requesting additional vehicles or enhanced replacements. Approval is contingent on meeting all of the following criteria:
    - The additional vehicle/equipment is required as a result of a change in the service delivery strategy or quantity of work to be done;
    - There are no other suitable fleet units that could be re-deployed, and
    - Ownership is the best option to obtain the equipment.

- Fleet replacements – Approval for replacement of fleet vehicles and equipment is contingent on satisfactory utilization of the equipment being replaced. Where the utilization of the existing equipment does not meet the minimum utilization criteria, the replacement must be supported by a business case.

Fleet Age

The success of achieving and maintaining the optimal fleet size is largely dependent on the ability to properly manage the age of the fleet. In the past, as the fleet aged and equipment reliability declined, some replaced vehicles were retained as spares to provide the required availability. The result was an old, large and under utilized fleet that was costly to maintain. An appropriate average fleet age requires fewer spare units, and consequently a smaller, better utilized and cost efficient fleet. The following table shows the current and target age of the fleet.

Fleet Vehicle Age (Years)

Equipment Type	Current	Target
Light Trucks	7.7	7.5 - 8.5
Heavy Trucks	8.3	7.0 - 8.5
Heavy Equipment	8.5	8.5 - 10.0
Turf and Light Industrial Equipment	7.3	6.0 - 7.0
Trailers	12	10.0 - 12.0

The ongoing challenge is to manage the age of the fleet in a planned and fiscally responsible manner. Replacements are prioritized based on highest cost benefit and urgent operating department needs. Each year, a replacement plan is produced that identifies replacements for the following year and projections for the next five and twenty years. This long-term planning is required to stabilize the capital requirements from year to year.

Alignment with Corporate Strategy

The 2010 Fleet Replacement Plan demonstrates alignment with the City of Regina Corporate Strategic Plan, including Council's vision of an attractive and sustainable community and the following strategic priorities:

- **Strengthen City Infrastructure and Manage Assets** – The 2010 Fleet Replacement Plan and 2010 – 2014 Fleet Capital Program demonstrates prudent lifecycle management of the City's investment in its fleet assets.

- **Achieve Operational Excellence** – Client departments rely on Fleet Services to provide vehicles and equipment that are available, reliable, suitable, and cost effective. **Operating departments are able to provide their services most effectively and efficiently when provided with reliable equipment that is properly matched to the work performed.** Replacing the vehicles identified in the 2010 Replacement Plan will help Fleet Services meet customer expectations.

- **Ensure Organizational Capacity and Effectiveness** – The Fleet Capital Program contributes to a contemporary workplace. Many City of Regina employees spend the majority of their working time operating or riding in vehicles. Timely replacement of fleet vehicles provides a comfortable, safe, and modern work environment for use by employees in the performance of their duties. A well-managed and maintained fleet can help attract and retain talent and improve employee morale, satisfaction, and productivity.

Facilities Management Services

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Major Projects					
Corporate Services					
- City Hall - Elevator Modernization	100	950	-	-	-
- Corporate Office Space Upgrades - Priority 1	1,014	885	885	885	885
- Corporate Office Space Upgrades - Priority 2	-	800	800	800	800
- City Hall Main Floor Renovations (CHIPS)	-	2,350	1,000	-	-
- City Hall Main Floor Renovations (CHIPS) - LEEDs Certification	-	100	-	-	-
- Mosaic Stadium Upgrades	250	250	500	500	500
Corporate Services Major Project Total	1,364	5,335	3,185	2,185	2,185
Community & Protective Services					
- Fieldhouse Upgrades	-	840	-	350	-
- Fire Facilities - Administration Building		25	-	-	-
- Fire Facilities - Education & Training Centre - Emergency Operations Reestablishment	-	250	-	-	-
- Fire Facilities - Education & Training Centre - Training Academy	-	50	600	-	-
- Fire Facilities - Education & Training Centre - Mechanic Area Upgrades	-	60	80	-	-
- Fire Stations - Replace Fire Station #4	1,335	-	-	-	-
- Parks & Facilities Yard Improvements	600	3,005	750	1,250	-
- Parks Maintenance Facilities	-	300	200	-	50
- Recreational Facilities - Roof Replacement	870	-	-	550	-
- Douglas Park Support Facility	-	60	-	-	-
Community & Protective Services Total	2,805	4,590	1,630	2,150	50
Public Works					
- Public Works Facilities Master Plan	-	4,350	4,350	4,600	4,100
Public Works Major Project Total	-	4,350	4,350	4,600	4,100
Major Project Total	4,169	14,275	9,165	8,935	6,335
2. Asset Revitalization & Sustainability					
- Facility Revitalization & Sustainability - Phase I	1,200	7,032	5,094	4,123	4,689
- Fire Facilities - Education & Training Centre - Asphalt Repair	-	50	-	-	-
- City Hall - Base Building Upgrades	-	500.0	490.0	1,730.0	470.0
- Acquired Properties - General	-	100	100	-	-
- Parking Lot Improvements (Employee)	100	100	100	100	100
- Parking Lot Improvements (Non-Employee)	-	50	50	50	50
- Transit Shelter Upgrades and Replacement	-	50	60	65	65
- Energy Management Allocation	-	150	150	150	150
Asset Revitalization & Sustainability Total	1,300	8,032	6,044	6,218	5,524
Facilities Total	5,469	22,307	15,209	15,153	11,859

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Funding					
Current Contributions to Capital	**4,759**	2,549	2,221	1,930	1,509
Debentures	**250**	-	-	-	-
Asset Revitalization Reserve	**335**	-	-	-	-
Employer Parking Reserve	**100**	100	100	100	100
General Fund Reserve	**25**	-	-	-	-
Service Agreement Fees - Parks	**-**	300	-	-	-
Private Sports Groups	**-**	15	-	-	-
Other Provincial Grants	**-**	15	-	-	-
Total Funding	**5,469**	2,979	2,321	2,030	1,609
Funding Shortfall	**-**	19,328	12,888	13,123	10,249
Total	**5,469**	22,307	15,209	15,153	11,859

The Facilities Management Services Department is responsible for the space planning, construction project management, physical plant maintenance and the operation of the majority of City-owned facilities. The capital budget for Facilities consists of two general types of expenditures; those related to major capital projects and those related to the general capital maintenance and upgrade for facilities, referred to as Facility Revitalization and Sustainability expenditures. The expenditures for 2010 are described in more detail below:

Major Projects:

Corporate Services Division

Facilities are undertaking several projects within the division to enhance service provision to the public and to upgrade space for employees.

City Hall - Elevator Modernization

This project will provide for the upgrade of four existing elevators with modernized electrical and mechanical components including the addition of card readers to coincide with enhanced security features at City Hall. Upgrades also include the conversion of Elevator #1 to a freight elevator. The existing elevators are original and require frequent maintenance. This project is funded through current contributions to capital.

Corporate Office Space Upgrades - Priority 1

This project completes renovations to an entire floor of City Hall or other corporate office space equivalent in size to one floor of City Hall as per contemporary office space guidelines. This program will over time provide for enhanced work space and quality of work experience for employees throughout the organization. New contemporary open office space guidelines provide for a more modern and efficient approach to designing office space. The alternative to completing renovations in existing space will be the requirement to lease additional space. This project is funded through current contributions to capital and provincial-territorial funding.

Mosaic Stadium Upgrades

This project is required to keep the Mosaic Stadium physical plant in a reasonable state of repair such that programs can continue to effectively operate at the facility. The work includes all physical plant maintenance and some renovations but does not include major enhancements or additions to the facility. Funding in 2010 to 2011 is required to address Priority 1 issues identified in the facility audit. Funding in 2012 to 2014 will address priority 2 and 3 issues. Funding is required from current contributions to capital.

Community and Protective Services Division

Facilities Management Services has requested funding to continue work on the following significant projects on behalf of Community and Protective Services in 2010.

Fire Stations - Replace Fire Station #4

This is funding for the construction of a new fire station to meet the needs of the Fire & Protective Services Department and the North Central Community. The fire station is currently under construction. The $1,000,000 was preapproved by City Council during the 2009 - 2013 capital budget deliberations. The remaining $335,000 to complete the project has been allocated in 2010. Funding is required from current contributions to capital.

Parks & Facilities Yard Improvements

Funding for this project required to complete the consolidation of Facilities Management Services with Parks and Open Space in the Parks Yard. The work includes the construction of a new trades shop for Facilities and Parks trades staff (8 work units), the renovation of the Chrysler Building to accommodate vehicle and equipment storage, the demolition of old buildings, the relocation of the fuelling equipment and storage tanks, the conversion of the Forestry building into heated equipment storage, the creation of new storage compounds and cold storage buildings and the replacement of the Chrysler Building roof. Funding in 2010 is from current contributions to capital and covers a portion of the cost of the new trades shop.

Recreation Facilities - Roof Replacement

On a regular basis roofs require replacement. This program provides for the timely replacement of roofs of various recreational facilities within the civic portfolio. In 2010 the roof at the Fieldhouse will be replaced.

Asset Revitalization and Sustainability:

Buildings and structures require constant care, attention, and maintenance to ensure the safety of occupants, and the long-term use and preservation. A well-managed Facilities operation includes sufficient funding on an annual basis to concentrate on the ongoing maintenance, repair, and general upkeep of civic facilities.

Facility Revitalization & Sustainability- Phase 1

This funding is allocated to key facilities for projects identified in VFA and other condition assessments. Projects include structural, architectural, mechanical, electrical, and code or safety requirements in order to maintain the integrity of the facility systems such that the City programs and operations can continue to effectively operate. The work does not include enhancements or additions to facilities. Examples of Facilities in this category include City Hall, Fire Stations, Outdoor Pools, Yard Garages, Recreation Centres, Community Centres as well as the SSLC, NWLC and the Sportplex. These projects are funded through current contributions to capital.

Funding for the revitalization and sustainability of civic facilities has been a constant challenge for the City of Regina. Without strong supporting data to show the results of strong or weak funding scenarios, it is difficult to determine how much is appropriate for the long-term care of civic facilities. Over time, funding amounts have fallen (or have not risen as facilities have gotten older) and many corporate facilities have not been maintained to a standard of care that is appropriate or desirable. The industry standard for measuring facility conditions is the Facility Condition Index (FCI). For the buildings that have had Condition Assessments, Facilities has estimated an average Facility Condition Index target of 15%. (Note: This benchmark will be verified once more structures have been included in the assessment process.) In the spring of 2008, Facility Condition assessments were completed on 35 buildings (908,000 square feet) with the following results:

Total Replacement Value	$174 M
Average facility age	27 (range from 7-59 years old)
Average FCI	18%
Total deferred maintenance	$31 M (if all work was completed in the next 5 years, the FCI would equal 0%)

In 2009-2010, assessments for the entire portfolio of facility assets will be completed and Facilities Management Services will have very solid information to support future revitalization and sustainability decisions for civic facilities. However, the process of assessing facilities will never be complete. It will be necessary, on a regular basis, to continue to update assessments and continually update the information in the computer system to ensure the best information is available for decision-making purposes going forward.

The 2010 budget request includes a mixture of requests based on both the facility condition assessment information for the 35 buildings that have been assessed through the new program and the traditional general allocation approach to funding requests. The funding requests for 2010 do not meet the program requirements for the revitalization and sustainability of civic facilities. It is anticipated that with better information on the entire group of assets in the future, and within the framework of a corporate asset management strategy, it will be possible to dedicate more funding to this extremely important asset group.

Parking Lot Improvements (Employee)

The City of Regina collects parking fees from all civic employees who park in employer provided parking lots at the various facilities around the organization. Part of the funding from fees covers operating costs and the rest is transferred to a reserve to cover capital maintenance and repair of those lots. The City of Regina has a program in place to regularly monitor and update parking fees to ensure that the fees charged to employees cover the cost of repair and maintenance of the parking lots. This funding from the employee paid parking reserve is required to maintain the good condition of the employee parking lots.

Information Technology

Capital Summary ($000's)	2010	2011	2012	2013	2014
Capital Expenditures					
1. Business Applications	**930**	2,866	944	370	285
2. Supporting Infrastructure	**694**	1,530	1,120	890	790
Total Expenditures	**1,624**	4,396	2,064	1,260	1,075
Capital Funding					
Current Contributions to Capital	**1,225**	706	325	142	138
Technology Reserve	**399**	-	-	25	-
Total Funding	**1,624**	706	325	167	138
Funding Shortfall	**-**	3,690	1,739	1,093	937
Total	**1,624**	4,396	2,064	1,260	1,075

Business Technology – General Allocation

The role of business technology is to support the effective and efficient delivery of civic services. That includes water and sewer services, waste collection and disposal, traffic control, transit services, road and infrastructure maintenance, fire control, recreation facilities and program registration, land-use planning, permits, building inspections, property assessment and taxation, regulatory functions and many others.

The City uses technology to enhance the quality and delivery of services for the benefit of citizens. The goal is to fully integrate all aspects of the City's business, including service delivery, workflow, staffing, front-line and support activities. Electronic service delivery initiatives allow city services to become more accessible and responsive to the needs of citizens. Technical initiatives such as the wireless expansion of the municipal area network allow employees to access current information and respond more quickly to work requirements. Both types of initiatives support the efficiency, effectiveness, reliability, and affordability of service delivery.

The Business Technology capital program is developed based on the needs of the corporation. Project proposals are prepared by the business areas and then reviewed and prioritized by the Business Technology Steering Committee, which is chaired by the Director of ITS and includes Director-level representation from each business division. The ranking criteria takes into consideration the fit of the initiative with the sponsoring divisions' business plan, the opportunity to enhance customer service and financial considerations, along with integration to the City's strategic priorities and the long-term technology plan. The allocation of funding and resources is targeted to the highest-ranking initiatives based on these criteria. The Business Technology portfolio of initiatives and priority ratings are updated regularly through internal reviews as well as reacting to external factors such as legislative changes.

Business Technology capital projects often span more than one fiscal year. Circumstances such as vendor delays, corporate priorities changing or refocusing on essential services can impact the specific timing of expenditures and project completions.

The initiatives planned and underway for 2010 are outlined in the following summaries. The initiatives are being funded from a combination of previously authorized capital plus the 2010 allocation. Some projects will extend beyond 2010, affecting the timing of these budgeted expenditures.

Business Applications

Fire - Time Attendance Replacement

This project will integrate the Time and Attendance processes used by the Fire Department for their payroll purposes into the corporate standard application - VIP.

HR-Payroll System Capital Modifications

During the normal course of each year's operation, the Payroll portion of the City's integrated HR system requires modifications and customizations usually due to tax changes or CBA changes. This funding is used for the time & materials charged by vendor for these essential modifications.

Permit Application Inspection Information Database (PAIID) Project

This project, started in 2009, provides an automated solution for the processing of Building Permits, Planning Applications, and Bylaw Enforcement.

Property Assessment Data Collection Automation (Mobile Assessors)

This mobile data solution will enable electronic capture of data at the source during property assessment inspections, as well as downloading and uploading data from the Taxation and Assessment System, using handheld devices. Leveraging this technology to become more efficient will reduce the need to hire more Assessors in the field.

IT Business Transformation Roadmap/Implementation

This program involves an analysis of the City's core enterprise applications and interfaces, followed by a business case, implementation strategy and work plan. Funding is also included in 2010 to start working on the priority implementations or upgrades. The multi-year implementation strategy will transform the City's business applications into efficiently capturing the relevant data and effectively reporting on the results.

Supporting Infrastructure

Corporate Software True-Up

An annual review verifies the number of Microsoft licenses being used on corporate desktops compared to the number the City owns. This funding is used to pay for the additional licenses, allowing the City to remain compliant.

Network Licensing Software
An annual review verifies the number of network licenses being used in the City compared to the number owned. This funding is used to pay for the additional licenses, allowing the City to meet the demand for providing additional staff with access to the computer network, while remaining compliant.

Oracle Licensing
An annual review verifies the number of Oracle Database licenses being used in the City compared to the number owned. This funding is used to pay for the additional licenses, allowing the City to meet the demand for providing additional staff with access to their applications, while remaining compliant.

Disaster Recovery
This initiative will focus on developing a disaster recovery plan for the City's IT infrastructure. It will involve reviewing the current plan (developed for Y2K) and establishing updated plan that supports the corporate business continuity plans.

IT Network Renewal program
This program involves renewal of the City's network environment to support existing business requirements. The priority in the next 18 months is to move to a solid utility state in preparation for business technology changes resulting from business transformation.

IT Server Infrastructure
This provides funding for sustaining the City's fleet of servers, which is required to meet current and future business application requirements.

IT Storage Life Cycle
This project addresses the growth of the City's data storage and backup requirements. As the organization continues to incorporate information technology into its daily business, the need to store more information increases.

Point to Point Wireless
This project extends the City's wide area network using point-to-point wireless technology. It will be used at City facilities that are not connected to the network through fibre, as well as to intersections equipped with traffic lights. It will also establish the foundation for providing wireless mobility to the City's outside workers.

Regina Police Services

Capital Program Summary

	2010	2011	2012	2013	2014	Five Year Total
Capital Expenditures ($000's)						
Facilities	**642**	274	223	645	300	2,084
Communications	**50**	70	30	2,000	-	2,150
Information Technology	**444**	266	248	314	494	1,766
Emergency Services Equipment	**78**	57	15	15	75	240
Fleet	**400**	400	400	400	400	2,000
Municipal Justice Building	**-**	6,500	6,500	-	-	13,000
Total Expenditures	**1,614**	7,567	7,416	3,374	1,269	21,240
Capital Funding ($000's)						
Current Contributions to Capital	**1,052**	1,108	1,202	1,190	1,226	5,778
General Fund Reserve	**262**	-	-	-	-	262
Police Services Reserve	**300**	700	700	-	-	1,700
Funding Shortfall	**-**	5,759	5,514	2,184	43	13,500
Total Funding	**1,614**	7,567	7,416	3,374	1,269	21,240

The information in this summary is based on the 2010 – 2014 Capital Budget submission to the Board of Police Commissioners. Additional information on the capital expenditures is provided in the budget of the Board of Police Commissioners submitted to City Council on January 18, 2010 (Report CR010-1).

General Capital Program Funding

General Capital Investment Program Funding

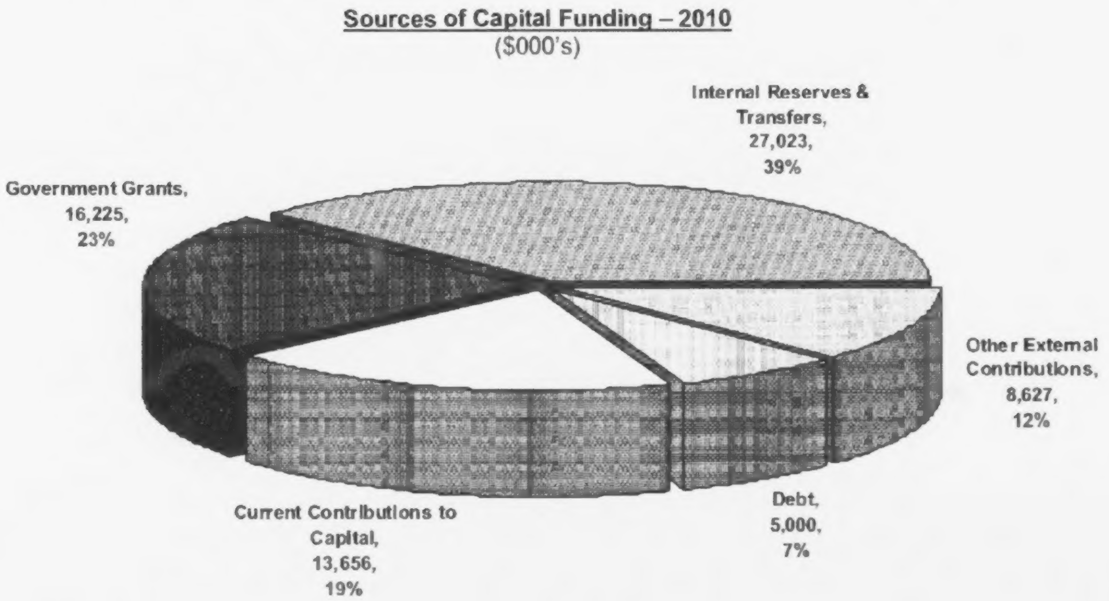
Capital Funding Summary

Capital Funding Source ($000's)	2010	2011	2012	2013	2014	Five Year Total
Current Contributions to Capital						
Civic Capital Projects	**12,604**	13,279	14,403	14,255	14,685	69,226
Police Capital Projects	**1,052**	1,108	1,202	1,190	1,226	5,778
Sub Total	**13,656**	14,387	15,605	15,445	15,911	75,004
Debt	**5,000**	-	-	-	-	5,000
Internal Reserves and Transfers						
General Fund Reserve	**2,245**	-	-	-	-	2,245
Land Development Reserve	**1,095**	1,270	2,375	872	-	5,612
Asset Revitalization Reserve	**335**	-	-	-	-	335
Landfill Reserve	**15,720**	15,478	7,600	8,346	280	47,424
Golf Course Reserve	**305**	400	400	370	320	1,795
Cemetery Reserve	**100**	130	50	120	70	470
Equipment Replacement Reserve	**4,624**	4,897	5,160	5,019	4,888	24,588
Asphalt Plant Reserve	**360**	100	150	150	150	910
Employer Provided Parking Reserve	**100**	100	100	100	100	500
Technology Reserve	**399**	-	-	25	-	424
Transit Equipment Reserve	**40**	-	46	-	-	86
Social Development Reserve	**1,400**	1,500	1,500	1,500	1,500	7,400
Police Services Reserve	**300**	700	700	-	-	1,700
Sub Total	**27,023**	24,575	18,081	16,502	7,308	93,489
Federal Funding						
Gas Tax	**10,700**	11,100	11,100	11,705	11,100	55,705
Infrastructure Stimulus Fund	**1,350**	-	-	-	-	1,350
Recreation Infrastructure Canada (RInC)	**750**					750
Provincial/Territorial Base Fund	**2,675**	5,125	-	-	-	7,800
Provincial Funding						
RInC - Province of Saskatchewan's Share	**750**	-	-	-	-	750
Sub Total	**16,225**	16,225	11,100	11,705	11,100	66,355
External Funding						
Servicing Agreement Fees - Roads	**5,858**	19,102	4,763	8,877	2,343	40,943
Servicing Agreement Fees - Parks	**1,534**	3,373	3,967	4,129	3,679	16,683
Contributions from Developers	**435**	4,786	112	112	2,839	8,284
Other External Contributions	**800**	6,533	-	275	-	7,608
Sub Total	**8,627**	33,795	8,842	13,393	8,861	73,518
Funding Shortfall	**-**	61,720	72,825	77,247	58,578	270,370
Total Capital Funding	**70,531**	150,702	126,453	134,292	101,758	583,736

Key elements of the funding plan for the 2010 – 2014 General Capital Program include:

- **The 2010 – 2014 General Capital Budget was developed including only verified Federal and Provincial capital funding. This results in a funding shortfall of $360 million over the five-year period.**
- The 2010 – 2014 General Capital Program includes $5 million in new debt.
- In 2011 and 2012, there is a significant capital requirement relating to the Municipal Justice Building used by Regina Police Services. Without other funding sources, the requirement for these funds would reduce the City's capital funding available for other purposes or place significant pressure on tax rates. A plan for financing this project will be developed between the Regina Police Services and the City of Regina.
- The funding plan incorporates the use of internal reserves such as the Landfill Reserve, Equipment Replacement Reserve, Asphalt Plant Reserve, Golf Course Reserve, the proposed Dedicated Land Reserve and Cemetery Reserve. There is also funding required from the General Fund Reserve. Capital funding from the General Fund Reserve in the 2010 – 2014 General Investment Capital Program includes:
    - $370,000 for Downtown Radio System Fibre Optics as part of the downtown revitalization.
    - $500,000 for funding under the Urban Development Agreement for projects carried out jointly with the Federal and Provincial governments.
    - $375,000 for the Development of the Official Community Plan.
    - $342,000 for the Downtown Neighbourhood Plan implementation including the Albert Street Pilot.

2010 General Capital Funding



Sources of Capital Funding – 2010
($000's)

For the 2010 General Capital Budget, the current contributions to capital include:

- Current contributions to capital to fund the capital program submitted by the **Board of Police Commissioners**. **The projected requirement for 2010 is $1,052,000, equal to the 2009 current contributions.** The required contributions are **an increase of $262,000** as compared to the current contributions of $1,052,000 in 2008.

- Current contributions to fund the general portion of the General Capital Program. **The current contributions to capital for 2010 for the general portion of the General Capital Program are $12.6 million, equal to the 2009 current contribution.**

Internal Reserves

General Fund Reserve

The General Fund Reserve is the primary general-purpose reserve maintained by the City. The major sources of transfers to the reserve are the operating surplus, the net revenue of the Real Estate operations (primarily revenue from the sale of land), and unexpended capital funds that are returned to the reserve. Future inflows to the General Fund Reserve may be reduced by creating a Land Development Reserve, by transferring operating surpluses to the Asset Revitalization Reserve and by using previous year's surplus to fund current year one-time operating expenditures. A General Fund Reserve balance of $12.5 million to $25 million representing 5% to 10% of budgeted revenues is the suggested preferred minimum balance. The following table provides a projection for the General Fund Reserve.

General Fund Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	32,523	18,773	18,773	18,623	18,623
Projected Requirements:					
Regina Exhibition Association Ltd. for Princess Street Improvements	(289)	-	-	-	-
2011 Men's World Curling Championships	(190)	-	-	-	-
International Junior Hockey Tournament	(100)		-	-	-
Transfer to the Technology, Asset Revitalization, Equipment Replacement and Transit Equipment Reserves	(4,500)	-	-	-	-
Civic Election	-	-	(150)		-
General Operating Budget					
Fund 2009 One-Time Operating Expenditures	(2,226)	-	-	-	-
Funding Required for Capital Program:	-	-	-	-	-
Urban Development Agreement	(500)	-	-	-	
Lewvan Dr. & Parliament Ave. Intersection Improvement	(1)	-	-	-	-
Rochdale Blvd. Median Landscaping	(9)	-	-	-	-
Radio System Fibre Optic Loop	(370)	-	-	-	-
Gravel Road Upgrading	(6)	-	-	-	-
Traffic Management & Parking	(348)	-	-	-	-
Downtown Neighbourhood Plan - Albert St. Pilot	(142)	-	-	-	-
Police Capital Program	(262)	-	-	-	-
Downtown Neighbourhood Plan - City Square Project	(200)	-	-	-	-
Official Community Plan Study	(375)	-	-	-	-
Plant Material Establishment Funding	(7)	-	-	-	-
Parks & Facilities Yard Trade Shop	(25)	-	-	-	-
Reserve Balance - End of Year	22,973	18,773	18,623	18,623	18,623
Transfer to Proposed Land Development Reserve[1]	(4,200)	-	-	-	-
Assessment Appeal Risk[2]	-	-	-	-	-
Adjusted Reserve Balance	18,773	18,773	18,623	18,623	18,623

See notes on next page.

Note:

1. ***Transfer to Proposed Land Development Reserve***
   The City's real estate operations in 2008 and 2009 generated surpluses totalling $6.7 million. This amount is included in the 2010 opening balance of the General Fund Reserve. During 2010, this $6.7 million was to be used to establish a proposed Land Development Reserve. However, the Administration recommended and the City Council approved, the reallocation of $2.5 million of this total to the Technology, Asset Revitalization, Equipment Replacement and Transit Equipment Reserves. Consequently, the transfer from the General Fund Reserve to establish a proposed Land Development Reserve is now $4.2 million.

2. ***Assessment Appeal Risk***
   No provision has been made in the 2010 General Operating Budget for the cost of lost assessment appeals arising from the 2010 Assessment Roll. If the cost of lost assessment appeals causes a deficit in the 2010 fiscal year, then that deficit must be eliminated by a transfer from the General Fund Reserve to the General Operations Fund. The current maximum appeal risk is estimated at $1.3 million.

Land Development Reserve (Proposed)

A Land Development Reserve has not been formally approved by City Council, but has been considered as a method of funding land development, and separating those cash flows, which are subject to significant uncertainty from the projections for the General Fund Reserve. During 2010, a report outling policy options for the creation of this type of reserve will be provided to City Council, including policies for the maximum balance to be retained in the reserve, and the proposed distribution of any excess. The following forecast has been prepared based on projections of land sales from the Real Estate Department.

Proposed Land Development Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	-	6,655	7,885	8,010	9,638
Contributions to the Reserve - Land Sales[1]	3,550	2,500	2,500	2,500	2,500
Proposed Transfer from General Fund Reserve[2]	4,200	-	-	-	-
Funding Required for Capital Program Land Development	(1,095)	(1,270)	(2,375)	(872)	-
Reserve Balance - End of Year	6,655	7,885	8,010	9,638	12,138

Note:

1. ***Land Sales***
   The timing for land sales is highly uncertain and capital spending would depend upon the pace of those sales.

2. ***Proposed Transfer from the General Fund Reserve***
   The Administration recommended and the City Council approved that a maximum portion of $1.6 million of the funding that is to be transferred from the General Fund Reserve (GFR) to the Proposed Land Development Reserve should instead be transferred to the City Square Project. The purpose of this reallocation of funds is to offset a portion of the higher than expected tender results for the City Square Project. In addition, City Council directed the City Manager to explore existing capital budgets and grant programs for opportunities to provide the funding required to offset the higher than expected tender results for this project. As a result, the total amount of funding from the GFR that is ultimately redirected to the City Square Project and away from the Proposed Land Development Reserve, may be less than the maximum of $1.6 million.

Asset Revitalization Reserve

A dedicated Asset Revitalization Reserve allocates dedicated funds to meet the strategic capital priorities of the City to assist in managing the growth and revitalization of the City. The vision and strategic plan, coupled with long-term financial planning including the development of special purpose reserves can assist the City in meeting its future growth and revitalization needs.

Asset Revitalization Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	2,239	2,404	2,404	2,404	2,404
Contributions to the Reserve	-	-	-	-	-
Transfer from the General Fund Reserve	500				
Funding Required for Capital Program	(335)	-	-	-	-
Reserve Balance - End of Year	2,404	2,404	2,404	2,404	2,404

Landfill Reserve

The Landfill Reserve is funded through a transfer from the General Operating Budget. The transfer is the net revenue from landfill operations (including an amount for the disposal of waste collected through the residential collection program) less the net cost of the waste minimization programs. A 20-year landfill financial model is maintained to determine landfill rates, taking into account revenues, operating costs, and capital requirements.

Landfill Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	18,198	8,678	-	-	254
Contributions to the Reserve	6,200	6,800	7,600	8,600	9,200
Funding Required for Capital Program	(15,720)	(15,478)	(7,600)	(8,346)	(280)
Reserve Balance - End of Year	8,678	-	-	254	9,174

Golf Course Reserve

The Golf Course Reserve is used to fund golf course capital projects. Contributions to the reserve are from the annual operations of the golf courses. The net revenue after deducting operating expenditures and an allowance for administrative costs is transferred to the reserve. The following table provides a projection for the reserve for the next five years.

Golf Course Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	665	625	502	394	329
Contributions to the Reserve	265	277	292	305	322
Funding Required for Capital Program	(305)	(400)	(400)	(370)	(320)
Reserve Balance - End of Year	625	502	394	329	331

Cemetery Reserve

The Cemetery Reserve is used to fund cemetery capital projects or a loss in the cemetery operations. The annual contribution to the reserve is the net revenue from the cemetery operations after deducting operating expenditures. The Cemetery Management Strategy, approved by Council in 1996, and the Cemetery Financial Plan serve as the primary planning tools in managing the operation of the two cemeteries. The condition of the Cemeteries Program and current developments in the industry requires review and a revised strategy to be prepared. The following table provides a projection for the reserve for the next five years.

Cemetery Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	417	273	169	195	207
Contributions to the Reserve	(44)	25	77	131	129
Funding Required for Capital Program	(100)	(130)	(50)	(120)	(70)
Reserve Balance - End of Year	273	169	195	207	266

Equipment Replacement Reserve

The Equipment Replacement Reserve is used to fund the replacement of vehicles and equipment, excluding the vehicles and equipment used by the Transit, Fire, and Police Departments. The reserve is used to fund the replacement of existing equipment, not expand the equipment fleet. Additional equipment is funded separately through the capital program. The amount transferred to the reserve each year is the depreciation charge on the existing fleet of vehicles and equipment.

Equipment Replacement Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	138	880	1,033	1,076	1,431
Contributions to the Reserve	5,265	5,051	5,202	5,374	5,428
Transfer from the General Fund Reserve	100				
Funding Required for Capital Program	(4,624)	(4,897)	(5,160)	(5,019)	(4,888)
Reserve Balance - End of Year	880	1,033	1,076	1,431	1,971

Asphalt Plant Reserve

The Asphalt Plant Reserve funds the capital requirements and maintenance costs of the asphalt plant. The reserve is funded through a charge on the asphalt produced in the plant. The charge is $5.00 per tonne. The charge includes $2.50 per tonne for funding of capital requirements and $2.50 per tonne for maintenance costs. The following table provides a projection for the reserve for the next five years.

Asphalt Plant Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	1,019	874	989	1,054	1,119
Contributions to the Reserve	215	215	215	215	215
Funding Required for Capital Program	(360)	(100)	(150)	(150)	(150)
Reserve Balance - End of Year	874	989	1,054	1,119	1,184

Employer Provided Parking Reserve

The Employer Provided Parking Reserve is funded from parking fees paid by employees. The net fees, after deducting operating costs, are transferred to the reserve to fund capital requirements for the parking facilities. The facilities include the parkade at City Hall and parking lots at other civic facilities.

Employer Provided Parking Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	282	477	715	952	1,190
Contributions to the Reserve	295	338	337	338	337
Funding Required for Capital Program	(100)	(100)	(100)	(100)	(100)
Reserve Balance - End of Year	477	715	952	1,190	1,427

Technology Reserve

The Technology Reserve is funded from the net revenue generated from the print and office services (computer leasing) programs. These services are budgeted to provide a small surplus to fund the replacement of equipment for the print and office services operations, and if required, to offset a shortfall in the operation of the services.

Technology Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	701	837	872	872	847
Contributions to the Reserve	35	35	-	-	-
Transfer from the General Fund Reserve	500				
Funding Required for Operating/Capital Programs	(399)	-	-	(25)	-
Reserve Balance - End of Year	837	872	872	847	847

Transit Equipment Reserve

The Transit Equipment Reserve funds the replacement of transit vehicles and equipment, other than transit and paratransit buses. On an annual basis, $19,800 is transferred to the reserve.

Transit Equipment Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	182	3,562	3,582	3,555	3,575
Contributions to the Reserve	20	20	20	20	20
Transfer from the General Fund Reserve	3,400				
Funding Required for Capital Program	(40)	-	(46)	-	-
Reserve Balance - End of Year	3,562	3,582	3,555	3,575	3,595

Social Development Reserve

The Social Development Reserve funds the furtherance of social development within the City of Regina. The sources of funds for this reserve includes: a transfer to the reserve provided for in the General Operating Budget, and a transfer to the reserve of the revenue received by the City from the Land Development Agreement with the Saskatchewan Housing Corporation. Withdrawals from the reserve include transfers to fund capital projects or capital grants in furtherance of social development within the City as approved by Council, by resolution, bylaw or through the annual operating or capital budget

Social Development Reserve ($000's)

	2010	2011	2012	2013	2014
Reserve Balance - Start of Year	1,679	274	249	299	349
Contributions to the Reserve[1]	1,000	1,550	1,550	1,550	1,550
Staff Position to administer Housing Incentives Policy	(75)	(75)	-	-	-
Housing Incentives Policy - Secondary Suite Capital Assistance	(200)	-	-	-	-
Affordable Housing Development					
Ehrlo Community Services Inc.-Osler St. development	(200)	-	-	-	-
Saskatchewan Housing Corporation- 1223 13th Ave.	(530)	-	-	-	-
Funding Required for Capital Program	(1,400)	(1,500)	(1,500)	(1,500)	(1,500)
Reserve Balance - End of Year	274	249	299	349	399

Note:

1. *The amount and the timing of the contributions to be received from the Saskatchewan Housing Corporation are not known at this time The amounts disclosed above are the Administration's best estimate with the information currently available Should the actual contributions received differ in timing and/or amount from the budgeted figures above, then the amount to be expended from the reserve will be reduced accordingly. In any given year, the amount to be expended from the reserve will not exceed the funds available.*

Servicing Agreement Fees

Servicing Agreement Fees (SAF) are established under *The Planning and Development Act, 2007* and are recognized as revenue when a developer and the City enter into a servicing agreement even if some actual cash payments are received subsequent to the agreement signing. The agreements require a payment to the City of a predetermined amount per hectare of land within the development area. The funds are intended to be used towards the construction of infrastructure to support new development. Funds associated with a specific agreement are not necessarily managed on a specific project by project basis because infrastructure demands related to new development do not necessarily occur only within the particular development. For example, each new development places some burden on wastewater treatment facilities and major arterials.

City policy determines the projects and the percentage of project costs eligible for Servicing Agreement Fee funding.

In the case of roadways, water, and sewer costs for development, the City would typically incur the costs prior to the full development of an area (cash outflows to fund projects usually occur before the development full built out). Parks and Recreation infrastructure costs are generally incurred later in the process.

In 2007, the City completed a major review of the servicing agreement fee policy and subsequently approved the Administration of Servicing Agreement Fees Policy in 2009. The annual review of the Servicing Agreement Fee rate includes estimates of the capital requirements related to new development over the next 20 years to ensure the rate keeps pace with increases in the construction market and accurately reflects the extent of infrastructure that is necessary to support development in all areas of the City where new development is planned.

The fees increased by 7.14% from 2009 ($212,135/Ha) with a 2010 rate of $227,289 per hectare of developed land. These per hectare fees are actually comprised of three basic parts, a separate fund for Utility, Parks and Recreation, and Roadways projects (along with a small administration costs component). An accounting of the Utility SAF Reserve appears in the City's Water and Sewer Utility budget document. Despite the increase in fees, which now include a financing cost element, significant additional funding is required to support these new neighbourhoods, and there will be a significant cash outflow required by the City to fund its share of infrastructure, as well as to finance the infrastructure paid for through servicing agreement fees. This amount will be repaid through servicing agreement fees as new development proceeds.

Previously, servicing agreement fees had been reviewed every five years, with a predetermined inflationary adjustment each year. Because of the level of development currently underway in Regina, rapidly increasing construction costs, and work underway on a number of planning studies, Servicing Agreement Fees rates will be reviewed annually.

Roadways Servicing Agreement Fees

Roadways Servicing Agreement Fees are pursuant to The Planning and Development Act, 2007 and are recognized as revenue when a development agreement is entered into between the City and a developer. In 2010, the agreements require a payment to the City of $85,079 per hectare of land within the development area for Roads and Related Infrastructure. Upon execution of a servicing agreement, 30% of the levy is paid, with another 40% within nine months and the balance within a further nine months.

Eligibility for funding is by policy of City Council and includes:

- 85% - 95% of the cost of arterial roads (external to the plan of subdivision).
- 38% for arterial roads (internal to the plan of subdivision).
- A variable percentage for intersection entrance ways to subdivisions.
- 85% - 95% of road widening projects, less repaving costs.
- 18% of interchanges (under the current Development Plan growth scenario).

Servicing agreement fee revenue is recognized when developers reach a Serving Agreement with the City. In many instances capital projects eligible for servicing agreement fee funding have been undertaken ahead of the funds being received from developers. As such, there is currently a shortfall in servicing agreement fee funding, and shortfalls are projected over the next five years, although the shortfalls have been significantly reduced from previous projections as a result of the servicing agreement fee review and the rate increase. The fee projections have been based on the development of an average of 80 hectares per year for 2010 through 2014.

Roadways SAF Reserve

	2010	2011	2012	2013	2014
Beginning Balance	**1,504**	2,512	(9,652)	(7,373)	(8,945)
Projected Fees	**6,806**	7,045	7,291	7,546	7,810
Interest	**59**	**(106)**	**(249)**	**(241)**	**(186)**
Available Funds	**8,369**	**9,450**	**(2,610)**	**(68)**	**(1,321)**
Capital Spending	**(5,858)**	(19,102)	(4,763)	(8,877)	(2,343)
Reserve Balance -Year End	**2,512**	**(9,652)**	**(7,373)**	**(8,945)**	**(3,664)**

Parks and Recreation Servicing Agreement Fees

Parks and Recreation servicing agreement fees are recognized as revenue when a servicing agreement is entered into between the City and a developer. In 2010, the agreements require a payment to the City of $21,353 per hectare of land within the development area. Within one year of the execution of a servicing agreement, 50% of the levy is paid, with the balance within a further year.

The determination of projects eligible for funding from Parks and Recreation servicing agreement fees is established in *The Planning and Development Act, 2007.*

The projections for Parks and Recreation servicing agreement fees appear below. The fee projections have been based on the development of an average of 80 hectares per year for 2010 through 2014.

Parks & Recreation SAF Reserve

	2010	2011	2012	2013	2014
Beginning Balance	**5,346**	6,157	5,231	3,762	2,168
Projected Fees (Income)	**2,185**	2,262	2,341	2,423	2,508
Interest	**160**	**185**	**157**	**113**	**65**
Available Funds	**7,691**	**8,604**	**7,728**	**6,298**	**4,742**
Capital Spending	**(1,534)**	(3,373)	(3,967)	(4,129)	(3,679)
Reserve Balance -Year End	**6,157**	**5,231**	**3,762**	**2,168**	**1,062**

Payments in Lieu of Land Dedication

Pursuant to Section 187 of *The Planning and Development Act, 2007*, developers are required to dedicate a portion of a development as municipal reserve. The legislation provides that a developer may make a payment in lieu of dedicating the required lands. The funds received are held as deferred revenue until such time as the funds are expended on eligible expenditures. The funds are to be used for the purchase of land to be dedicated for public use or used for the development of and maintenance of existing municipal reserves. There are $702,699 in deferred revenues at the end of 2009. In 2012, a portion of these funds will be directed to the multi-use pathway system.

External Capital Funding

External contributions assumed in the 2010– 2014 General Capital Program include the following:

- $800,000 in 2010 for Leibel Field upgrade funded by Regina Soccer and Regina Minor Football.
- $6.533 million in 2011 (roadway network project –Victoria Avenue widening).
- $8,284,000 from Land Developers to supplement SAF funded works in 2010 through 2014, including $4,786,000 in 2011 to fund roadway network improvements.